

**City Council Goal Input Form
Community Organizations**



CITY OF BEND

To provide input for the City Council Goal Setting process, please complete and return this form to rchristie@bendoregon.gov no later than February 10.

Organization Name: Bend Chamber

Completed by: Katy Brooks, Bend Chamber President

Contact email: katy@bendchamber.org

Organization's Mission: The Bend Chamber is a vital strategic partner creating resources and opportunities for member success, quality of life, engagement and meaningful impact.

Organization's Goals:

The Bend Chamber goals include;

1. Support a robust, diverse membership that reflects Bend's businesses.
2. Provide resources and information to support business and help them thrive.
3. Advocate at the local and state level for Bend businesses and our community.
<http://bendchamber.org>

What is the biggest problem your organization believes the city should address?

- 1) Funding infrastructure associated with the UGB expansion.
- 2) Increasing housing inventory for the full spectrum, including affordable, attainable (workforce) and upper levels.
- 3) Funding transportation maintenance and infrastructure that will support Bend's growth. Bend needs true multi-modal transportation options, including transit, capacity/flow for automobiles, bike and pedestrian connectivity and strong freight and commerce corridors.
- 4) Protecting and preparing industrial and commercial expansion lands for development of job centers.
- 5) Policies that support business growth and preserve the lifestyle, environmental and community values that define Bend.

If we solved this problem, what would the finished state look like? Paint a vision.

- 1) Well-planned, leveraged and creatively financed transportation, sewer and water infrastructure.
- 2) Additional housing inventory for owners and renters across the spectrum.

- 3) A plan and policies in place that encourage businesses to grow while maintaining the health of Bend's natural, business and community environments.
- 4) Better collaboration with the Bend Parks District on parks and public amenity investments/use.

If you know of suggested plans or objectives to achieve this change, please describe.

- 1) Explore Public Private Partnerships for infrastructure investments.
- 2) Leverage and plan for incremental expansion of water, sewer and transportation infrastructure that maximizes the investment.
- 3) Ensure there is ample commercial and industrial reserves for jobs centers to balance out residential expansion.
- 4) Ensure additional residential housing includes all spectrums of housing inventory.
- 5) Identify key community and business values that can be tracked over time *—(i.e., Salt Lake City conducted a values-based planning effort that resulted in some very well-accepted and comprehensive approaches to infrastructure planning)*

Describe practical measures of progress towards the goal.

- 1) Track/communicate infrastructure construction progress & funding sources (city funds, state funds, grants, private, etc.).
- 2) Complete the Transportation Systems Plan and reach out to the private sector, Bend Chamber, EDCO, MoveBend (Bend 2030), and the greater community for input on transportation needs.
- 3) Incorporate BDAB input into City Council goals.
- 4) Identify federal and state transportation grants and funding opportunities.
- 5) Survey employers to help determine new housing construction mix/proportion needs according to their employees/recruiting efforts.

Please let us know if you plan to attend the meeting on February 17 from 3-5 p.m. to present this information to the City Council. Yes X No _____

*** I would like to request being first on the agenda/list, as I have an out-of-town trip and will need to depart by 3:15.*

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Organization Name: EDCO (Economic Development for Central Oregon)

Completed by: Roger Lee

Contact email: roger@edcoinfo.com

Organization's Mission:

to move, start or grow traded-sector businesses (companies that export a majority of their goods or services outside the region) to purposefully create a thriving and diverse economy.

Organization's Goals: *Please attach materials or provide a website if available.*

See the attached 2016-18 Strategic Plan Executive Summary document.

What is the biggest problem your organization believes the city should address?

Big picture - how does the community plan for and manage current and expected future growth? Within that broader issue, there are several critical problem areas including: 1) municipal infrastructure systems development and maintenance (water, sewer and transportation); 2) residential and employment land supply; and 3) community development planning and permitting.

If we solved this problem, what would the finished state look like? Paint a vision.

The city would have robust, well-maintained and reasonable-cost water and sewer services with low ongoing maintenance issues and a grid system of transportation with built-in capacity that provides multiple alternatives between residential and employment lands. Residential and employment land prices are held at 2017 prices due to increased supply of readily served land with appropriate zoning. Planning and permitting is streamlined using technology and contracted services from the private sector that makes it the envy of other similar sized cities in the Pacific NW.

If you know of suggested plans or objectives to achieve this change, please describe.

Some of the water and sewer system improvements are in place, but the plan to complete all sections of the city with main collectors is not yet complete and some of the costs to be paid by residential landowners are unaffordable. I believe a plan is in place, but it will take many years to execute. Not aware of transportation planning, but assume that it is in place. The current

UGB expansion, dictated by DLCD, has been eight years in the making – far too long, with too little land added to accommodate Oregon’s fastest growing metro area. We understand that a major computer system upgrade for community development (and city billing) will bring the city into the 21st century, streamlining, at least partially, this process.

Describe practical measures of progress towards the goal.

% of city served by main sewer collectors

of sewer pump stations eliminated since 2012

Average cost of standard residential lot

Cost per square foot for commercial, light industrial, mixed employment land

% of employment lands replenished within 3 years of absorption (development)

% of residential lands replenished within 3 years of absorption (development)

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Tom Rowley, EDCO Bend Area Director to attend and if he is unable due to jury duty, Erin Chaiet, EDCO COO will represent.

The logo for EDCO (Economic Development for Central Oregon) is displayed in large, white, outlined letters. The background of the top half of the cover is a scenic landscape featuring a snow-capped mountain peak, a clear blue sky with a bright sun, and a body of water reflecting the scene.

Economic Development for Central Oregon

Εκονομική Αναρτιχική για Κεντρική Όρεγον

MOVE **START** **GROW**

2016-18

STRATEGIC PLAN

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EDCO's Vision

Prosperous communities and quality jobs for Central Oregonians.

EDCO's Mission

Move, start and grow traded-sector businesses (companies that export a good or service to customers outside the region) to purposefully create a thriving and diverse economy.

Organization's Make or Break for 2016-18

EDCO must effectively communicate the impact of its work, secure consistent operational funding and attract/retain top professional talent required to achieve its mission and meet the expectations of the region's communities and residents. It involves three components:

1. Continued effective communication & education (business, public leaders)
2. Successful fundraising including membership growth, event net profit and funding of strategic initiatives
3. Development and retention of current staff

GOALS for 2016-18

1	Move 30 new companies to the region that will create 750 new, well-paying jobs and invest \$150 million in new capital investment by the end of 2018. Target marketing and recruitment efforts geographically and by industry for greatest effectiveness.
2	Catalyze the Start of at least 36 local, scaleable, early-stage companies to establish the next generation of employers and jobs. Create entrepreneurial ecosystem to generate at least 250 jobs from those startups, and help them raise \$35 million in growth capital by 2018.
3	Grow local traded-sector employers with a robust Business Retention & Expansion (BRE) Program that catalyzes \$300 million in new capital investment; 1,000 new, well-paying jobs; and at least 39 "done deals" by the end of 2018.
4	Champion improvements to the region's business climate and competitiveness. Quarterback or support industry development initiatives, strategic projects and other efforts that will pave the way for private sector employment growth.

On pages 6-11 of this plan, 23 objectives are outlined under the four goals that are the "tip of the spear," so to speak, of EDCO's execution strategies. While detailed and specific, nearly all objectives have yet another level of detailed actions and efforts (78+) required to successfully achieve both the objectives and goals. These have been included as bulleted items.

Values

EDCO has developed its own internal culture that helps team members clearly understand what is important not only in the work we do, but how we go about doing it. Condensed, our core values are:

EDCO'S CORE VALUES		
<p>We're a non-profit run like a BUSINESS</p>	<p>We pride ourselves on being RESPONSIVE</p>	<p>This is what drives us A UNIQUE TEAM</p>
<p>ACCOUNTABLE To our board, client companies, and communities</p> <p>EFFICIENT We manage limited resources like our own</p> <p>ENTREPRENEURIAL We look for opportunities and take calculated risks</p>	<p>BIAS FOR ACTION Economists study the economy, we improve it</p> <p>FACTUAL Trusted, objective resource</p> <p>INITIATIVE Self-motivated individuals</p> <p>TAKE THE HIGH ROAD Our work demands the highest ethics and professionalism</p>	<p>EMPOWERED We own our work and are nimble, creative and resourceful</p> <p>ALL HANDS ON DECK Teamwork trumps job descriptions</p> <p>ACCOMMODATING Ridiculously. We constantly look to add value.</p> <p>FUN! Goofy people, serious work</p>

To be clear, these are not necessarily a set of formalized policies and procedures but rather “the way we do things” as a team and individually.

Metrics & Measures of Success

A great deal is expected of EDCO in terms of measurably impacting and diversifying the region's \$7 billion (2015 GDP) economy. To quantify both inputs (effort) and outputs (results), the organization has developed a comprehensive group of indicators that are tracked on a quarterly basis throughout the planning horizon. We call this collective set of measures, currently about 60 data points, our Key Performance Indicators (KPIs).

Not all 60 can be “key” so they are distilled to:

- **Successful projects** (done deals)
- **New jobs and payroll** (linked to our efforts)
- **Capital Investment** (that add to the property tax base)
- **Net New Fundraising** (membership + event net profit – membership attrition)
- **Communications** (press releases, website visits, event attendance and business outreach)

The image shows a detailed KPI dashboard for EDCO. It features multiple sections with data tables and charts. Key sections include:

- Revenue:** A table showing revenue from various sources (e.g., Membership, Events, Fundraising) across different quarters and years.
- Expenses:** A table showing expenses for different categories (e.g., Personnel, Office, Travel) over time.
- Fundraising:** A section detailing fundraising efforts, including membership growth and event net profit.
- Other Metrics:** Various other performance indicators tracked quarterly.

These are both used as a yardstick for success (or needed improvement) and as a barometer for future activity.

Industry and Business Development

EDCO is both strategic in targeting specific industry sectors for development and opportunistic to further diversify the regional economy outside those targets when provided the chance. Regarding the former, we have tended to concentrate on sectors that have or are looking for one or more of the following elements:

- some current concentration of companies, employment or economic activity;
- an existing or transferrable workforce with skills within the region;
- a geographic advantage (access to markets, local raw materials, specific talent base);
- assets valuable to their business (in-migration of professionals, robust utilities, employment land base, outdoor recreation amenities/lifestyle, suppliers, etc.
- a trend of overall growth and above-average wages within our region;

For this last bullet, the table below summarizes internal research and trend data by EDCO staff for specific industries. For business development activities, those sectors in green will be pursued before and with greater focus than those in yellow and red.

Industry Sector Evaluation for 2016-18 <i>(see Appendix 4 for detailed descriptions of sectors)</i>
Sectors or subsectors with the most promise for Central Oregon Administrative Centers Advanced Manufacturing Brewing, Distilling and Wine Making IT & Computing <i>(subsector of High Technology)</i> Outdoor Gear & Apparel Bioscience <i>(pharmaceuticals development & production, medical device subsectors)</i> Software/Information Technology <i>(subsector of High Technology)</i> Solar Power Production <i>(subsector of Alternative/Renewable Energy)</i> Specialty Food Products Unmanned Aerial Aircraft & Unmanned Aerial Systems <i>(subsector of Aviation/Aerospace)</i>
Sectors or subsectors with moderate to low growth opportunity Agriculture Commercial & General Aviation Aircraft & Parts <i>(subsector of Aviation/Aerospace)</i> Geothermal <i>(subsector of Alternative/Renewable Energy)</i> Energy Storage <i>(subsector of Alternative/Renewable Energy)</i> Professional Services Recreational Vehicles <i>(subsector of Outdoor Equipment & Apparel)</i> Building Products
Sectors or subsectors with the least promise Hydro <i>(subsector of Alternative/Renewable Energy)</i> Defense-Related Aerospace <i>(subsector of Aviation/Aerospace)</i> Wind <i>(subsector of Alternative/Renewable Energy)</i> Biomass Energy Development <i>(subsector of Alternative/Renewable Energy)</i>

Additionally, EDCO has concentrated our outbound lead generation activities geographically – aiming efforts at larger, high-cost, high-hassle-factor metros on the West Coast. Generally, the organization has had limited outbound lead generation success even in specific industries that may meet many of the bulleted criteria above, but which are located in the Midwest, South or East Coast.

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Organization Name: Looking Forward

Completed by: Jim Schell

Contact email: jim.schell5@gmail.com

Organization's Mission: To make Central Oregon a better place to live

Organization's Goals: *Please attach materials or provide a website if available.*

www.lookingforwardoregon.org

What is the biggest problem your organization believes the city should address?

1) Affordable and/or workforce housing and 2) transportation

If we solved this problem, what would the finished state look like? Paint a vision.

The "finished state" would allow employees who either are new to Bend or who work in another community (like Redmond) to be able to live in Bend, if they so choose.

If you know of suggested plans or objectives to achieve this change, please describe.

I know of an organization who claims to be able to build workforce housing out of shipping containers. I believe Redmond has struck a deal with them. Other than that, I don't know of any activity.

Describe practical measures of progress towards the goal.

Get ALL of the stakeholders together, professionally facilitate the group, and work with them over a period of time. Progress WILL be made. (Note: COIC is doing exactly this on transportation.)

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Organization Name: Commute Options

Completed by: Jeff Monson

Contact email: jeff@commuteoptions.org

Organization's Mission:
Mission Statement

Actively promote bicycling, walking, carpooling, teleworking and using public transportation to create livable communities and enhance the quality of life in Central and Eastern Oregon.

Vision Statement

Commute Options envisions communities where people make thoughtful choices to use transportation options to reduce the impact of driving alone. These choices result in healthier individuals, safer streets, a cleaner environment and a stronger economy.

Organization's Goals: *Please attach materials or provide a website if available.*

Goal 1:

Increase staff outreach efforts with continued priority given to Commute Options Partners (COP).

1. Target medium to large employers outside of the Bend area. Focus on employers outside of Bend, targeting medium to large.

2. In Bend and areas where CET provides transit services, target employers that would benefit from the Group Bus Pass Program.

Goal 2:

Develop a comprehensive school based Transportation Options program in Bend La Pine Schools.

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Performance measure:

1. Document school TO goals
2. Document school administration and school site council and other parent and/or student group presentations
3. Document student participation and mode split – this may correlate to SRTS with bus ridership added

What is the biggest problem your organization believes the city should address?

Improving the multi modal active transportation policy direction and infrastructure.

If we solved this problem, what would the finished state look like? Paint a vision.

Efficient, equitable, safe, reliable transportation options for all community members and visitors, resulting in all the benefits.

If you know of suggested plans or objectives to achieve this change, please describe.

Oregon Transportation Options Plan

Oregon Bicycle and Pedestrian Plan

The city of Bellingham

Describe practical measures of progress towards the goal.

Prioritizing funding and staff resources toward active transportation.

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Organization Name: Deschutes County Rural Fire Protection District #2

Completed by: Tom Fay

Contact email: mgr@dcrfpd2.com or tfay@bendoregon.gov

Organization's Mission: To provide for fire protection and EMS to our constituents with the resources available.

Organization's Goals: The vision statement of the District is "Partners in Protection", and the primary goal is to continue to partner with the city of Bend to provide the best possible emergency services to the residents of both the city and the district. To provide those services in a cost effective and efficient manner there are two immediate goals. The first objective is to add a sixth station located on property near the police station on 15th street. That station will allow quicker responses into the core area where there is a higher number of calls for service. As a result outlying stations will be able to respond to calls in their response areas. The second major goal is to replace the Tumalo station with an updated and compliant building. A third goal is to maintain our service levels which will require a renewal of the local option levies of both the city and the District.

What is the biggest problem your organization believes the city should address?

Our biggest problem is improving our emergency responses to all constituents. That will require city participation with the District in the design and construction of a sixth station.

If we solved this problem, what would the finished state look like? Paint a vision.

The highest volume of calls are in the core area and a new sixth station could respond to those calls more efficiently and faster than from outlying stations. Having a central station responding to calls for service from the core would also allow crews in the other stations to be available to respond to calls in their own districts. A sixth station would improve service by filling in some gaps in the interdependent response grid.

If you know of suggested plans or objectives to achieve this change, please describe. Completion of a land lease for property at the 15th street campus.
Completion of a lease arrangement for a fire station at the same location.

Describe practical measures of progress towards the goal.

Council will need to approve the land lease and the building lease. These leases will be based upon existing leases between the city and the district for land and buildings. The District would then build the station and lease it to the Fire Department.

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Organization Name: Bend Spay+Neuter Project

Completed by: Megan Gram

Contact email: meganw@bendsnip.org

Organization's Mission:

The mission of Bend Spay+Neuter Project is to provide affordable, preventative veterinary care to cats and dogs at risk of suffering in order to create a more humane community.

Organization's Goals: *Please attach materials or provide a website if available.*

Bend Spay+Neuter Project aims to keep pets and people together by providing the following programs: affordable and free spay/neuter for pets and community cats, affordable weekly wellness clinics, the HOPE Pet Food Bank and free rabies clinics. More information can be found on our website at www.bendsnip.org.

What is the biggest problem your organization believes the city should address?

Being that our organization's overarching goal is to keep pets and people together, we feel that the city should address the issue of the health and safety of pets belonging to people who are homeless or displaced in Bend.

BSNP would like to work with the City of Bend and Bend City Police to create opportunities for officers to strengthen relationships with pet owners who are homeless or displaced by offering pet supplies and vouchers for free and discounted services at Bend Spay+Neuter Project.

If we solved this problem, what would the finished state look like? Paint a vision.

This problem will be ongoing, but our goal would be to create a safer and more humane community for animals by working with the City of Bend and Bend PD to reach more people in need of services for their pets. The finished state would involve BSNP working directly with Bend PD to reach people and pets in need on a regular basis and a better safety net for pets who belong to people who are homeless or displaced.

If you know of suggested plans or objectives to achieve this change, please describe.

Bend Spay+Neuter Project would like to partner with the City of Bend and Bend PD to distribute informational flyers, waste disposal bags, collars, leashes, collapsible bowls and vouchers for discounted and free services at BSNP.

Describe practical measures of progress towards the goal.

Measures of progress would include Bend PD officers being able to use supplies from BSNP to help to better solve problems relating to dogs and people who are homeless/displaced in the downtown area.

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Organization Name: Central Oregon LandWatch

Completed by: Moey Newbold

Contact email: moey@colw.org

Organization's Mission: Central Oregon LandWatch plays a vital role in achieving a responsible, balanced approach to planning for and conserving Central Oregon's land and water resources, while recognizing the needs of future generations. We work to protect and conserve the region's ecosystems and wildlife habitats, to foster thriving, sustainable communities and to spread the costs and benefits of growth equitably across the community as a whole.

Organization's Goals:

Quality Bend Program Goals:

- Support and advocate for affordable housing projects and policies.
- Preserve wildlife habitat, protect rivers and streams, and prevent additional wildfire risk in the land surrounding Bend by supporting more efficient use of land.
- Ensure city policies allow for developers to realistically create dense walkable, mixed use, vertical development in predetermined opportunity areas.

www.colw.org

What is the biggest problem your organization believes the city should address?

While implementation of the City's recently adopted UGB Plan is not a problem, obstacles to its implementation are a problem. Adequate planning resources and adequate infrastructure are needed, especially in the Bend Central District (the industrial area between the parkway and NE 4th St and bounded by NE Revere Ave to the North and NE Burnside Ave to the South).

If we solved this problem, what would the finished state look like? Paint a vision.

We envision the Bend Central District as the critical connection between the East and West sides of Bend. The streets in this area will be active and lively with cars, transit, pedestrians, and bikes all safely navigating safely tree-lined streets with wide sidewalks. A connection such as a pedestrian overcrossing at Hawthorne or improved

undercrossing at Franklin or Greenwood will allow an easy flow between downtown and midtown. Public spaces, parks, and plazas will offer community gathering points. Mixed-use buildings will provide shopping, services, restaurants, event spaces, offices, and apartments that are accessible for our workforce. The existing community's assets, inspiration, and potential will be a catalyst for place-making efforts that promote the district with a distinct character.

If you know of suggested plans or objectives to achieve this change, please describe.

The Bend Central District Multimodal Mixed Use Area Plan. The suggested code changes from this plan have been implemented. Now the transportation recommendations need to become a priority for the city.

Describe practical measures of progress towards the goal.

- Implement the Bend Central District Multimodal Mixed Use Area Plan transportation recommendations.
- Make a strategic public investment in the Central District to kick-start private investment.
- Implement financial tools (such as urban renewal districts) to encourage redevelopment of certain opportunity areas and capture benefits.

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Organization Name: Central Oregon Builders Association

Completed by: Karna Gustafson

Contact email: karnag@coba.org

Organization's Mission: To represent the building industry before government and the community, to promote high ethical standards within the building industry, to provide service to its membership, and to defend the opportunities of home ownership for all.

Organization's Goals: *Please attach materials or provide a website if available.*
Relating to local government: encourage elected officials to promote pro-business attitude/policies that help create family wage jobs and housing friendly policies.

What is the biggest problem your organization believes the city should address?

1. Compliance with statewide Goal 10 and Needed Housing Statute. COBA believes that to create needed housing, including affordable, work force and middle market opportunities, implementation of the recent UGB expansion, including infrastructure (sewer, water and transportation) planning and financing, needs to be done quickly and efficiently. Further, the City needs to facilitate annexation of UGB lands into the City, including working with landowners to address expectations. For those areas that have been identified as needing Area Plans, the City needs to allocate resources to accomplish those Plans.
2. Identify public/private partnerships for infrastructure funding and construction.
3. Require proposed City ordinances to include a fiscal impact statement.

If we solved this problem, what would the finished state look like? Paint a vision.

For the issues identified in items 1. and 2. above, COBA believes this will accomplish the following: downward pressure on cost of land, resulting in more needed housing being constructed; creation of more housing choices; employment and industrial lands being developed adding jobs and attracting businesses to Bend; allow for planning for growth enabling various public and private interests to undertake specific projects. Regarding the fiscal impact statement requirement for issue 3. above, the City has limited resources. Individuals and various interest groups are continuously asking the City to adopt an ordinance relating to their cause. To be fiscally responsible, the City

needs to consider the fiscal impact on the City as well as on its constituents before adopting the ordinance.

If you know of suggested plans or objectives to achieve this change, please describe.

See above.

Describe practical measures of progress towards the goal. Engagement with stakeholders to provide input into process. Allocate funding to departments to hire staff as needed to facilitate UGB implementation. COBA requests that Council's focus be on making the UGB implementation a priority.

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Organization Name:

Completed by: **Bend Neighborhood Coalition, Inc.**
Bill Bernardy, Chair, Steering Committee
Contact email: BendNeighborhoodCoalition@gmail.com

Organization's Mission:

Influence policies that affect the quality of life in Bend's residential neighborhoods.

Organization's Goals: *Please attach materials or provide a website if available.*

Web site: <https://bendneighborhoodcoalition.org>

- 1) Address underlying policy issues that contribute to threats to neighborhood livability by proposing constructive solutions based on research on best practices in other cities.
- 2) Advise and support fellow residents on how best to address their concerns.
- 3) Create an ongoing civic dialog on neighborhood livability.

What is the biggest problem your organization believes the city should address?

Manage the growth and impact of OSU-Cascades to maximize the university's positive benefits to the city and minimize its potential negative effects.

- OSU is the most important investment in the Bend region in a century — since the twin mills that drove Bend's economy for many decades opened in 1916.
- OSU is the centerpiece for building a knowledge-based economy in Central Oregon as Rep. Buehler stated at the dedication of the new campus in September.
- OSU is Bend's best bet to stabilize its recurrent boom and bust cycle, to optimize the City's long term economy, and to raise the living standards of all our residents.
- OSU anchors one of the City's most important opportunity areas.
- OSU and community volunteers have done substantial research on models for a successful town/gown initiative in Bend.
- Bend needs an ongoing public forum to address the predictable and the unintended issues of becoming a university city.

If we solved this problem, what would the finished state look like? Paint a vision.

- 1) The City would establish a Town & Gown Committee as a standing committee of the City Council, composed of a wide range of participants from the City, OSU-C, and affected neighborhoods in accordance with principles and practices advanced by the International Town & Gown Association.
- 2) The T&G Committee would develop a University District Overlay Zone and related strategic plan to concentrate university-related development in the opportunity area close to the east campus perimeter, while protecting existing neighborhoods and the businesses that serve them to the north, west, and south.

If you know of suggested plans or objectives to achieve this change, please describe.

A White Paper proposing a Town & Gown Committee and a University District was drafted and circulated to City councilors and staff in the Spring of 2016 by an ad hoc work group, which included members of BNC, other community volunteers, and an OSU trustee.

Describe practical measures of progress towards the goal.

In December of 2013, the Bend Planning Commission visited Corvallis to assess how best to prepare for a campus. In a letter to the City Council signed by all seven members, the Planning Commission reported on the progress of the Corvallis Collaboration Project and recommended that Bend, “work to establish similar town/gown relations as soon as possible ... to proactively and collaboratively address issues that will arise.” Our understanding is that the Planning Commission was told to “wait and see” if problems developed; as a result, nothing happened.

In early 2014, OSU proposed establishing a town & gown initiative. The City joined the International Town & Gown Association and a senior city staff member attended its conference with the chief planning administrator for OSU-Cascades. A year after the conference, nothing had happened.

In the Fall of 2015, an ad hoc community group began meeting and researching the topic, and drafted the white paper described above. By the Spring of 2016, City councilors and staff, OSU administrators, COCC administrators, and the members of the ad hoc work group were in agreement that Bend should move forward with this initiative. The next step was for the City and OSU to jointly engage a consultant to work with a founding group to draft a charter and bylaws for a Town & Gown Committee. Unfortunately, the effort stalled last June and nothing has happened since.

In the absence of participation by the City, OSU and community volunteers completed a University-Community Partnership Agreement last September as a first step. The UCPA addresses about 100 policy recommendations from ten task forces the university convened in 2014. (See: <http://osucascades.edu/4/ucpa-university-community-partnership-agreement>)

Bend cannot afford three more years of “wait and see”. We have an opportunity to get ahead of potential problems and to create policies and practices that make the most of a new university campus. Other campus communities have demonstrated that a hands-off approach doesn’t work. Creating a permanent town & gown structure has become the common device for planning and managing the integration of a growing university in a community.

The new City Council needs to give clear direction to citizens and City staff that Bend and OSU-Cascades will proceed to create a Town & Gown Committee and a University District by adding this to its goals for the next biennial work period.

Please let us know if you plan to attend the meeting on February 17 from 3-5 p.m. to present this information to the City Council. Yes X No

**City Council Goal Input Form
Community Organizations**



CITY OF BEND

To provide input for the City Council Goal Setting process, please complete and return this form to rchristie@bendoregon.gov no later than February 10.

Organization Name: Central Oregon Coalition for Access (COCA)

Completed by: Carol Fulkerson

Contact email: Fulkerson.carol53@gmail.com

Organization's Mission:

To achieve full inclusion of people of all abilities in all aspects of community life.

Organization's Goals: *Please attach materials or provide a website if available.*

See attached Purpose Statement

What is the biggest problem your organization believes the city should address?

We believe the City of Bend needs to identify a stream of funding to improve accessibility in the community through improved transportation systems and transit, infrastructure repairs and replacement, as well as code enforcement for maintenance of sidewalks and snow removal.

If we solved this problem, what would the finished state look like? Paint a vision.

Systematic steps to improve all of the items listed above would make it possible for residents and visitors to lead their lives – to contribute to the fabric of the community – to be part of a strong economic climate. When the public cannot get around in the community, commerce stagnates. Seniors and people with disabilities are particularly vulnerable however the entire population of residents and visitors are also affected when transportation for vehicles, bikes and pedestrians fails. Good access is good for the City of Bend

If you know of suggested plans or objectives to achieve this change, please describe.

Describe practical measures of progress towards the goal.

Please let us know if you plan to attend the meeting on February 17 from 3-5 p.m. to present this information to the City Council. Yes No

CENTRAL OREGON COALITION FOR ACCESS

Following the 2004 Department of Justice Settlement Agreement with the City of Bend and Deschutes County that required ongoing, public citizen input the Central Oregon Coalition for Access (COCA) was formed. This non-membership organization is made up of public sector agencies (city, county, parks, public education institutions), members of the disability community, accessibility advocates, nonprofit organizations and other members of the private business sector. COCA provides members of the disability community and their advocates with a voice to communicate with public sector entities.

MISSION:

To achieve full inclusion of people of all abilities in all aspects of community life.

ACTIVITIES:

Participants:

Work together to encourage proactive solutions and partnerships using candid communication.

Hold open monthly meetings.

Share progress and obstacles to achieving full access for the community.

Develop opportunities for education and outreach to bring awareness to the community regarding accessibility issues.

Hear and address concerns and problems faced by members of the disability community in a safe and open forum.

STEERING COMMITTEE (open to any participant of COCA)

Communicates directly with local decision-makers.

Acts as the primary contacts with the media.

Ensures that administrative tasks for monthly COCA meetings happen in a timely way.

WHAT COCA IS NOT

COCA is not a definitive voice for all people with disabilities in Central Oregon.

COCA participants are not technical experts/consultants and cannot provide advice or direction for compliance with local, state, and federal law.

COCA participants cannot give permission to any entity to make exceptions to complying with local, state, and federal law.

City Council Goal Input Form Community Organizations



CITY OF BEND

To provide input for the City Council Goal Setting process, please complete and return this form to rchristie@bendoregon.gov no later than February 10.

Organization Name: Bend Collaborative Housing Workgroup and MOVE BEND, presented by Bend 2030

Completed by: Erin Foote Morgan

Contact email: efmoregon@gmail.com

Organization's Mission: To engage and empower the Bend community to achieve its Vision for the future.

Organization's Goals: *Please attach materials or provide a website if available.*

- Bend Collaborative Housing Workgroup
 - Define the mid-market housing **landscape** (80-125% of median area income or approximately \$40-90k annual income) in Central Oregon and specifically Bend
 - Organize stakeholders to work together to develop clear recommendations on **tools and policies** that encourage the building of workforce housing in Bend
 - Organize the stakeholders to work together to **advocate for the implementation** of Workgroup recommendations.
- MOVE BEND
 - Build a broad-based, inclusive transportation coalition, including business, tourism, neighborhood, government agency, and non-profit partners
 - Support a unifying, cohesive vision for the future of Bend's transportation system that addresses the diverse needs of the entire community
 - Champion multimodal transportation solutions
 - Educate the public by
 - Demonstrating solutions with action
 - Communicating broadly

Advocate and take action when appropriate

What is the biggest problem your organization believes the city should address?

- Spurring development of a variety of types in the affordable and middle market; creating, funding and executing a shared vision for the future of Bend's multimodal transportation system; and engaging citizens of diverse backgrounds in civic dialogue and decision-making.

If we solved this problem, what would the finished state look like? Paint a vision.

- Bend 2030 is the keeper of a community vision created by one in seven residents of diverse backgrounds in 2005 and adopted by the City of Bend in 2006. Please see bend2030.org to read the 75-page Vision.

If you know of suggested plans or objectives to achieve this change, please describe.

- The goals of the Bend Collaborative Housing Workgroup and MOVE BEND are specifically aligned with achievement of the Bend 2030 Vision.
- It is also, and more importantly, a specific objective of these groups to help shape and align with COUNCIL GOALS. It is our hope that this workshop or a subsequent forum will allow the COUNCIL to influence these projects so that they are leveraged to achieve this COUNCIL's success on UGB implementation, housing availability and a transportation system that meets the diverse needs of our community.

Describe practical measures of progress towards the goal.

- These groups engage extremely diverse community partners, a critical first step toward achievement of goals.
- The Bend Collaborative Housing Workgroup is led by the following organizations:
 - City of Bend
 - COAR
 - COBA
 - OSU-Cascades
 - American Institute of Architects
 - Brooks Resources
 - Housing Works
 - Bend 2030
- The following groups are lead partners in the MOVE BEND project:
 - City of Bend
 - COIC/CET
 - Bend Chamber of Commerce
 - The Environmental Center
 - Commute Options
 - OSU-Cascades
 - Neighborhood associations
 - COAR
 - Mt. Bachelor
 - Deschutes Brewery
 - Bend 2030

Please let us know if you plan to attend the meeting on February 17 from 3-5 p.m. to present this information to the City Council. Yes No

**City Council Goal Input Form
Community Organizations**



CITY OF BEND

To provide input for the City Council Goal Setting process, please complete and return this form to rchristie@bendoregon.gov no later than February 10.

Organization Name: Central Oregon Association of REALTORS®

Completed by: Tyler Neese, Government Affairs Director

Contact email: tyler@coar.com

Organization's Mission:

The Central Oregon Association of REALTORS® exists to enhance its member's ability and opportunity to operate successfully in all real estate markets, through professional standards, educational services, information networks, and collective community and political influence. We are your Voice in Real Estate for Central Oregon.

Organization's Goals: *Please attach materials or provide a website if available.*

www.coar.com

What is the biggest problem your organization believes the city should address?

Maintain focus on core services.

There are issues and needs that should be addressed which fall under this category of core services:

- Streets - Repairs as well as planning to accommodate growth.
- Transportation - Transportation planning that is in accordance with/response to Bend's urbanization and increased densification as a result of the UGB process. Alternative methods to help relieve congestion and alleviate car load on roads.
- Infrastructure - Issues such as the impact within the City of state law requiring property on septic and within 300 feet of City sewer to hook up in the event of a failure or the need for repair.

If we solved this problem, what would the finished state look like? Paint a vision.

Well-maintained streets, infrastructure to support various modes of transportation and systems to alleviate the burden of issues such as septic-to-sewer hook-up on residents.

If you know of suggested plans or objectives to achieve this change, please describe.

In regards to the septic/sewer issue specifically – establish multiple local improvement districts (LIDs) throughout the city to pay for the needed sewer infrastructure to transition homes off of septic systems. This process could be managed by an LID Coordinator – either contract or limited term employment – to help create the LIDs.

Describe practical measures of progress towards the goal.

Again, specifically in regards to the septic/sewer issue – systematic creation of LIDs throughout the City.

Please let us know if you plan to attend the meeting on February 17 from 3-5 p.m. to present this information to the City Council. Yes X No _____

City Council Goal Input Form Community Organizations

To provide input for the City Council Goal Setting process, please complete and return this form to rchristie@bendoregon.gov no later than February 10.



CITY OF BEND

Organization Name: The Environmental Center

Completed by: Mike Riley

Contact email: mike@envirocenter.org, 541-385-6908 x19

Organization's Mission:

To embed sustainable thinking and behavior into daily life in Central Oregon.

Organization's Goals: *Please attach materials or provide a website if available.*

www.envirocenter.org

At The Environmental Center, we hold these truths to be self-evident:

- A healthy environment is essential for life to thrive on our home, planet earth.
- We humans need to change how we live, work, play and learn to ensure that healthy environment, for ourselves and the rest of creation.

Our mission is to embed sustainable thinking and behavior into daily life in Central Oregon.

For us, sustainability is about people, the planet and prosperity for all. We seek to build a society that meets human needs equitably, lives within our planet's ecological limits, and build a prosperous economy for all.

Achieving sustainability is no small task. So much needs to be done to tackle the big problems of our day—like climate change and the loss of biodiversity—problems rooted in the daily choices of individuals and businesses and the systems and public policies that influence them.

We know that we cannot achieve a sustainable future alone. But we can be part of the solution. We start by making a difference right here, in our local community, in the place we call home. Today.

Our current programs include:

The Energy Challenge

We believe Central Oregon can and should be a leader in the transition to a clean, low-carbon energy future. Working with individuals, businesses and local government, we seek to reduce our community's greenhouse gas emissions through measurable reductions in energy use, increases in local energy generation from renewable sources, and innovative public policy and planning.

Youth Education

We design and deliver a variety of youth education programs to the future generation of thinkers, teachers and leaders, including classroom presentations, outdoor school days and learning gardens. We also help local schools put sustainability into practice in their daily operations, so they can serve as sustainable learning labs and models for their students.

Rethink Waste

A sustainable community reflects natural systems where nothing is wasted. Our Rethink Waste Project helps businesses rethink waste in the workplace, and citizens rethink waste at home. Our goal is to prevent waste and increase reuse, recycling and composting in our community.

Advocacy for a Sustainable Future

We advocate for public policies, planning and infrastructure that support a sustainable future.

Sustainable Community

Bringing people together to learn about and celebrate sustainability has always been an important part of what we do. We organize and host several community events—like Green Drinks, the Earth Day Fair and Parade, and our Sustainability Awards—and our building in downtown Bend serves as the environmental hub and “green gathering place” for our community.

What is the biggest problem your organization believes the city should address?

Implementing the UGB (or growth plan) that the City Council adopted last fall and the State of Oregon approved in December 2016. And doing so in a way that maximizes opportunities to reduce energy use, promote solar and reduce greenhouse gas emissions.

**If we solved this problem, what would the finished state look like?
Paint a vision.**

- Complete neighborhoods in all four quadrants of the City, where in a 10 minute walk people can get to work and get their kids schools, get basic services, enjoy dinner and a beer, and play in a park.
- A more robust transit system, with more frequent headways and more routes than exist today.
- A complete network of sidewalks and bike lanes across the entire City, in neighborhoods new and old.
- A wide range of housing types and price points (for purchase and rent).
- An energy efficient housing stock, with all new homes built to high efficiency standards and solar ready.

If you know of suggested plans or objectives to achieve this change, please describe.

- The adopted UGB plan. Get it done.
- Update the TSP, ASAP. It should include a prioritized list and timeline of transportation projects and a funding plan; the project list and funding plan should reflect the need for a robust, multi-modal system identified in the UGB.
- Identification and experimentation, ASAP, with a wide range of incentives and other policy tools to promote affordable workforce housing.
- A prioritized list and timeline of completion for “area plans” for the UGB expansion areas, with clarity about how the planning effort will be paid for in the subset of expansion areas with multiple land owners (such as “the perfect rectangle” in the northeast and “the elbow” in the southeast).
- Significant policy attention focused on supporting aggressive redevelopment of the opportunity areas identified in the UGB, especially the “Central Area” and the area around OSU-C (such as incentives, reduced parking requirements, public investments in key infrastructure, etc.).
- An adopted set of incentives and financing mechanisms for energy efficient and solar ready new home construction.
- Implement the climate action resolution, which can provide an important compliment to the above plans/objectives and ensure that we make energy-efficient and cost-efficient investment decisions.

Describe practical measures of progress towards the goal.

- Bend remains a desirable place to live, work, play and learn. We know that because people continue to seek out our community as a great place to do business, raise a family, go to college, start a career and retire.

- A new set of transportation performance measures that look at more than just failed intersections. Instead, these should look at mobility and include measures related to walking, biking, transit ridership, trails and cars. Bellingham, WA, is a place to look as a initial model.
- Annual increases of X (an aggressive number) in the miles of bike lanes and sidewalks in Bend.
- Bend performs well on “walk scores” and similar scores for bikability.
- Secured funding for transit services in Bend, from a dedicated revenue stream separate from the general fund.
- Bend is recognized nationally, by third party entities, as a leader in the transition to a clean energy, low-carbon future.
- Climate Action plans adopted, as per the schedule in the resolution adopted by the City Council in September 2016, and implementation underway.

Please let us know if you plan to attend the meeting on February 17 from 3-5 p.m. to present this information to the City Council.

Yes X

**City Council Goal Input Form
Community Organizations**



CITY OF BEND

To provide input for the City Council Goal Setting process, please complete and return this form to rchristie@bendoregon.gov no later than February 10.

Organization Name: Bend MPO

Completed by: Tyler Deke

Contact email: tdeke@bendoregon.gov

Organization's Mission: The Bend MPO is the federally designated regional transportation planning organization for the Bend area. It serves as a forum for cooperative transportation decision-making by state and local governments. Major functions of the MPO include: development and maintenance of a long-range transportation plan (current plan extends to 2040); development and maintenance of a transportation improvement program (similar to City CIP); and distribution of federal transportation funding.

Organization's Goals: *Please attach materials or provide a website if available.*

Our primary goal is to serve as a forum for cooperative transportation decision-making by state and local governments, and regional transportation and planning agencies. MPOs are charged with maintaining and conducting a "continuing, cooperative, and comprehensive" regional transportation planning and project programming process.

Our long-range transportation planning goals are posted on the following link:
<http://www.bendoregon.gov/home/showdocument?id=18124>

What is the biggest problem your organization believes the city should address?

As an organization focused almost exclusively on transportation, our comments are focused on that issue. Estimates provided by ODOT show total vehicle miles traveled in the Bend area have increased by 13% in just the past 2 years (a significant increase). At the same time, there is insufficient funding to preserve and maintain the existing transportation system. There is a need and demand to make strategic investments in: priority capacity projects; safety improvements; the public transportation system; the bicycle and pedestrian systems; technology (e.g. traffic signal software, communication systems); and road improvements to accommodate freight movement. Additionally, we need better data collection and management systems to better understand existing conditions, assess trends and prepare future forecasts.

If we solved this problem, what would the finished state look like? Paint a vision.

There would be a stable and robust funding stream. Those revenues would provide the opportunity to: maintain and upgrade our existing transportation system; construct priority capacity projects; implement safety improvements; maintain and grow the public transportation system; maintain and expand our bicycle and pedestrian systems; implement technology projects and prepare connected and autonomous vehicle technologies; and implement projects to accommodate freight movement.

If you know of suggested plans or objectives to achieve this change, please describe.

The MPO is required to update its long-range plan every 5 years. The next plan update must be completed by September 2019. The City is considering an update to its Transportation System Plan, and ODOT is beginning work on a long-range plan for US 97 through Bend. We are working together to minimize overlap among these projects and share resources.

These processes, along with other efforts underway (e.g. City bicycle/pedestrian safety projects), will establish the long-range vision, identify programs and projects to move toward that vision, and identify funding options for implementing the programs and projects.

Cascades East Transit will likely apply for grant funding to update the public transportation plan for the Bend area. I believe the focus of the update will be on transit operations: route alignments; service hours; major capital projects; and potentially major modifications to the route structure in Bend. The potential changes will improve public transportation service levels and make the system more attractive for a larger component of the city's population.

Describe practical measures of progress towards the goal.

For the MPO plan update, we will develop a detailed scope of work and schedule in the first quarter of FY2017-18. Work will begin in the 2nd quarter of FY2017-18 and continue into FY2018-19. There is limited funding available for the plan update. We will coordinate as much as possible with City, ODOT and CET efforts to best utilize our limited resources and develop plans that establish the vision and a process for reaching that vision.

Please let us know if you plan to attend the meeting on February 17 from 3-5 p.m. to present this information to the City Council. Yes _____ No X

**City Council Goal Input Form
Community Organizations**



CITY OF BEND

To provide input for the City Council Goal Setting process, please complete and return this form to rchristie@bendoregon.gov no later than February 10.

Organization Name:

Completed by: Monica Desmond, Planning Coordinator

Contact email: monica.cohomeless@gmail.com

Organization's Mission:

The **Homeless Leadership Coalition** (HLC) is a collaboration of community partners in Crook, Jefferson, and Deschutes counties engaging the community through education, advocacy, planning, prioritization and accountability for services to persons experiencing homelessness.

The HLC serves as the Governing Board for the Central Oregon Continuum of Care (CoC), overseeing the HUD CoC funding for homeless programs, conducting the Annual Point in Time Count of people who are experiencing homelessness, conducting system planning, prioritization, a gaps analysis and coordination of the CoC, implementing HMIS (homeless management information system), implementing and overseeing a Coordinated Entry process, and ensuring the CoC is successfully meeting HUD's Performance Measures. In addition, the HLC undertakes a variety of other activities and initiatives to support the efforts to prevent and end homelessness in Central Oregon as outlined in *High Desert Home*. This includes education and outreach on homelessness, research and data support, systems coordination and training on best-practices in order to develop new, coordinated strategies to prevent and end homelessness in our region.

Organization's Goals: *Please attach materials or provide a website if available.*

The purposes of the HLC are to: a) Promote community-wide commitment to employ best practices to end homelessness in Central Oregon. b) Secure funding for efforts by providers and government entities to prevent homelessness and quickly re-house homeless individuals and families in Central Oregon, while minimizing the trauma and dislocation that homelessness causes to individuals, families, and communities; c) Promote access to and effective utilization of mainstream programs by homeless individuals and families; and d) Optimize self-sufficiency among individuals and families who experience homelessness.

The Homeless Leadership Coalition oversees the implementation of the region's updated plan to prevent and end homelessness: *High Desert Home*. The plan update includes 6 goals and more than 25 strategies for accomplishing those goals. The goals are:

1 - Homelessness Prevention: Prevent and divert people from becoming homeless by working with them directly to maintain their housing or obtain safe, stable housing.

2 - Affordable Housing: Increase access to stable and affordable housing by expanding, developing, and coordinating the supply of affordable housing to prevent and end homelessness.

3 - Appropriate Support Services: Cultivate the strengths of people experiencing or at risk of homelessness to expand their capacity for self-support in housing through strategies that promote economic security, health and housing stability.

4 - System Improvements: Improve system coordination, communication and collaboration among agencies and organizations at the funding and service delivery level to move toward a “housing first” system, improve discharge procedures and prevent and end homelessness.

5 - Education and Outreach: Increase leadership, collaboration, and civic engagement across all sectors to promote collaborative solutions and commitment to preventing and ending homelessness.

6 - Better Data: Expand and improve data collection, technology and methodology to better track homeless program demographics and outcomes, improve collaboration, identify gaps and target solutions.

The plan can be viewed here:

<http://cohomeless.org/pdf/HighDesertHome-10yearPlanUpdate.pdf>

What is the biggest problem your organization believes the city should address?

We believe that our community is stronger, safer and healthier when everyone has a safe, stable place to call home. We know that the solution to homelessness is housing. It is widely recognized that Bend has an affordable housing problem. While not all affordable housing (especially when targeted toward the higher ranges of percent AMI) is the answer for people experiencing homelessness, an increase in affordable housing options and policies that support tenants’ abilities to maintain their housing would help all people living in unstable housing situations. In addition, Bend, and Central Oregon as a whole, has a pressing need for more supportive, flexible, and low-barrier housing options for people who are economically marginalized or who experience other barriers to accessing and maintaining stable housing. It benefits us all - and makes our whole community stronger, safer and healthier - when all people have access to safe, stable housing.

If we solved this problem, what would the finished state look like? Paint a vision.

The HLC envisions a region where everyone has access to a safe, stable place to call home, and the supports to maintain it. “Ending Homelessness” does not mean that no one will ever experience a housing crisis. There are numerous factors impacting housing stability. However, if someone does experience a housing crisis - whether fleeing violence, losing a job, suffering a

medical emergency or other reasons - they should be able to quickly move back into housing and have the supports they need to maintain it. It takes a coordinated, sufficiently-funded, cross-sector effort to provide a system of supports that help people either preserve their housing situation, or to move very quickly back into housing after a crisis. We can create such a coordinated system, through collaboration, data-driven planning and best-practice solutions, and, in this way, prevent and end homelessness in our region.

If you know of suggested plans or objectives to achieve this change, please describe.

High Desert Home: Central Oregon Strategic Plan to Prevent and End Homelessness outlines strategies to move toward a more complex and data-driven understanding of the homeless service system, the needs of people experiencing or at risk of homelessness in our communities, and the resource and program gaps. With the support of government partners, the service providers, faith communities, and healthcare and public safety systems of Central Oregon can work together to create a more strategic and effective system for individuals and families experiencing or at risk of homelessness. Ultimately, each community, and Central Oregon as a whole, will be able to more effectively articulate the needed funding, policy changes, and resources to truly create a system where people either never become homeless or, if they do, where they can quickly turn to get help and return to safe, stable and affordable housing. In this way, working together, Central Oregon will prevent and end homelessness, reaching our ultimate goal: a Central Oregon where everyone has a safe, stable place to call home. (Link to *High Desert Home* and the 6 goals of the plan are listed above. The full document describes strategies and objectives.)

Describe practical measures of progress towards the goal.

With local investment and commitment to using the Homeless Management Information System (HMIS) and a more robust and efficient Coordinated Entry process, we can begin to more effectively track progress on these measures.

Essential Measures to Track Progress towards *High Desert Home's* Goals:

Population Measures:

- change in the number of people experiencing homelessness, sheltered and unsheltered
- change in the number of individuals experiencing chronic homelessness
- change in the number of Veterans experiencing homelessness
- change in the number of people in families experiencing homelessness
- change in the number of unaccompanied youth experiencing homelessness

Critical Strategy Measures:

- change in the number of permanent supportive housing units, rapid re-housing units and other housing types in relation to the projected housing units needed
- change in the length of time that a household remains in the system, whether in a shelter bed and/or on a waiting list for stable affordable housing
- change in the number of persons who become homeless for the first time
- change in the number of households enrolled in or exiting homeless assistance programs with

earned income and/or mainstream benefits

- change in the number of households exiting to or retaining permanent housing
- change in the number of households (including individuals, families or youth) exiting homeless assistance programs to permanent housing solutions, including prevention and diversion programs, that do not seek homeless assistance again within 6 to 12 months and within 2 years

Please let us know if you plan to attend the meeting on February 17 from 3-5 p.m. to present this information to the City Council. Yes _____ No