



Destination: Home

A COORDINATED APPROACH TO HOUSING AND
HOUSELESSNESS IN THE MID-COLUMBIA REGION

Workplan and
Progress Report
2022-2027 STRATEGIC PLAN

Quarterly Strategic Plan Progress Report - October 2023

Goal Area #1: Shelter

Objective: Stabilize the region’s shelter system and improve coordination between shelters and service providers

Priorities, Strategies, and Actions	Lead Partner	Status	Progress Report and Timeline Updates
Strategic Priority 1: Unite agencies in the 5-county Mid-Columbia region to better coordinate shelter placement and supportive services			
Strategy: Shelter and re-house people more quickly by creating a shared system for tracking shelter openings and aligning referral and intake processes			
Action: Convene subcommittee of shelter staff and service providers to review existing coordinated entry procedures, develop a common intake process and improved tracking of shelter openings, and explore options for shared referral and case management platforms	Care Coordination, Access, and Equity (CCAЕ) Workgroup	In Progress	Fall 2023: In late spring 2023, MCCAC hired a Housing Intake and Referral Coordinator. By August 2023, multiple partners were in the first phase of implementing Unite Us as the shared referral and case management program, with Bridges to Health/PacificSource, Providence Hood River Memorial Hospital, and MCCAC actively utilizing the program, and One Community Health in conversation with Epic to move toward integration. Actual committee work will begin in fall 2023 now

			that MCCAC has more staff capacity to coordinate these efforts.
Action: By late 2023, choose and begin implementing improved system to track shelter openings and coordinate intake and referrals	CCAЕ	In Progress	Fall 2023: See above re: hiring of Housing Intake and Referral Coordinator and initial implementation of Unite Us. Next steps are for committee to convene and discuss/promote referral system for region-wide shelter network.
Action: By late 2025, choose and begin implementing improved system to enhance coordination of case management for houseless clients	CCAЕ	On Hold or Not Yet Underway	Fall 2023: See above. Decision on and implementation of larger system to enhance case management coordination will need to align over the coming years with new systems that partners stand up as the Gloria Navigation Center opens and begins operating joint services on a regular schedule. As of October 2023 MCCAC has hired an Operations Manager who will play a leadership role in that larger process/this staff member will coordinate with the Office of Housing Stabilization to align efforts.
Action: By mid- 2023, research shelter and houseless services hotlines in other rural areas and write report to outline resources that would be needed for our region to create one	MCCAC Staff	In Progress	Fall 2023: Staff has begun working on this; report on track for completion by late fall 2023.

Strategic Priority 2: Prioritize stable shelter funding, rapid re-housing funding, and staff support			
Strategy: Stabilize shelter system and rapid re-housing program funding			
Action: Partner with domestic violence survivor advocacy organizations, other shelter service providers, and local elected officials in the region to apply and advocate for shelter and rapid re-housing funding	CCAЕ	In Progress, Ongoing	Fall 2023: Region has received competitive funding through HUD’s Special NOFO on Rural and Unsheltered Houselessness; grant implementation is beginning as of Fall 2023. As of Sep 2023, region has also

			received final funding from the state of Oregon to close the gap on completing Gloria Center/on-site emergency shelter construction and several million dollars for use between 2023-2025 to address rapid rehousing needs. MCCAC also has executed a contract to begin billing some of its shelter/housing staff time to Medicaid to help ensure longer term funding sustainability, and coordinated with DV and other partners to submit request to the state of Oregon for significant additional shelter resources for the 23-25 biennium.
Action: By late 2022, hire a staff member based in MCCAC's Office of Housing Stabilization to lead fundraising efforts for the Collaborative's shelter, rapid re-housing, and other priorities; secure position funding for the duration of this plan.	MCCAC	Hiring Complete, Long-Term Funding In Progress	Fall 2023: MCCAC's Development and Engagement Coordinator was hired in November 2022 and now has in place a resource development plan. She is actively working to build a base of flexible funding support including from private foundations, health funders, individual donors and fundraising events.
Action: Pursue Project Turnkey funds in Oregon in 2022 to increase the number of shelter and transitional housing units in the Mid-Columbia region; pursue similar funding opportunities in Washington at the local and state levels when possible	MCCAC and others?	Complete for Oregon	Fall 2023: Project Turnkey Funds were secured and MCCAC purchased the former Oregon Motor Motel Feb. 2023. Feb-Sept MCCAC engaged in renovations including by securing additional funds from OCF and other funders after site purchase. Sept. 2023 soft opening with MCCAC shelter clients, Oct. 2023 community Grand Opening event.
Action: Secure funding to complete construction of The Gloria Navigation Center in The Dalles and fund ongoing, on-site emergency shelter operations and service coordination	MCCAC with support from MCHC partners	Capital Project Funding Complete Operations and Services Funding in	Fall 2023: MCCAC closed the final funding gap for The Gloria Center Capital Project in Sept. 2023 with funding from The Ford Family Foundation and the State of Oregon shelter addendum funds.

		Progress/ Ongoing	
Strategy: Enhance training and support for shelter staff and caseworkers			
Action: Convene subcommittee and conduct survey to address supports needed for shelter staff and caseworkers		In Progress	Fall 2023: Staff has secured draft survey templates; next step is to convene subcommittee to help finalize and implement survey.
Action: Publish annual report on the region's shelter and housing casework staffing and benefits; include suggestions on how to improve staff support			Fall 2023: Pending survey
Action: At least once a year, host trauma-informed convenings for shelter and casework staff to attend trainings and share best practices		In Progress	Fall 2023: MCCAC is offering convening to those who are interested in learning about trauma-informed practices, culturally competent/responsive care, and rehousing resources on Oct. 31, 2023 in Hood River.

Goal Area #2: Services

Objective: Ensure the region's supportive services meet client needs in a culturally responsive way

Priorities, Strategies, and Actions	Lead Partners	Status	Progress Report and Timeline Updates
Strategic Priority 1: Increase accessibility of services with a focus on needs identified by clients			
Strategy: Provide culturally responsive and bilingual services			

Action: Regularly work with The Next Door, Inc. and use online readability tools to screen regional housing assistance forms for accessible, plain language	CCAЕ	In Progress/ Ongoing	
Action: Hire local interpreters to translate housing assistance and other services enrollment documents into English and Spanish, and pair houseless clients with caseworkers who speak their native language whenever possible	CCAЕ	In Progress/ Ongoing	Fall 2023: This work is already underway at various individual partner organizations; need to develop and begin implementing more Collaborative-wide approach
Action: Support Collaborative partner organizations to use tools such as bilingual pay differentials to diversify shelter and casework staff	CCAЕ	In Progress/ Ongoing	Fall 2023: This work is already underway at various individual partner organizations; develop and begin implementing Collaborative-wide approach
Action: At least once per year, provide trainings about culturally responsive care to help service providers better serve the region’s diverse houseless population	CCAЕ	In Progress	Fall 2023: Trainings will be included in October 31, 2023 Housing Stabilization Summit
Action: Coordinate to create annual, Collaborative-wide fundraising strategy to support and expand culturally responsive services that promote housing stabilization	CCAЕ	In Progress	Fall 2023: Initial meetings with key culturally specific and responsive partners on OR side of river were held summer 2023, draft one-pager of key takeaways was developed and will guide development of priority areas where MCHC can support this work; next step is to ensure WA side needs are reflected.
Strategy: Elevate the voices of people with lived experience and use client feedback to improve services			
Action: By late 2022, establish a workgroup of people with lived experience with houselessness to advise on the Collaborative’s work and share feedback on services	LE Workgroup	Complete	Fall 2023: Lived Experience Work Group meeting monthly
Action: By mid-2023, support lived experience workgroup to publish a conversation template that caseworkers and shelter staff can use to create more client-led housing stabilization plans	LE Workgroup	Not yet started	Fall 2023: Lived Experience Work Group has earmarked this as a potential future project in coordination with housing/shelter program directors.
Action: By mid-2023, publish a toolkit to help Collaborative partner organizations collect feedback from houseless clients about improving services	LE Workgroup and Providence Center for Outcomes Research and	Complete	Fall 2023: Lived Experience Work Group provided feedback on toolkit over summer 2023, toolkit has been updated based on feedback and is finalized.

	Education (CORE)		
Action (B): Coordinate with lived experience workgroup to organize annual opportunities for community leaders, service providers, and law enforcement officers to experience a day in the life of a houseless person	Lived Experience Workgroup, County Task Forces	In Progress	Fall 2023: Lived experience work group in initial planning stages of “A Day in the Life” event. Timeline has been extended to plan this event, currently anticipate holding “A Day in the Life” event in second quarter of 2024.
Action: Support Collaborative partner organizations to identify people with lived experience with houselessness to serve on hiring panels for shelter and casework staff	MCCAC, WAGAP, Lived Experience Workgroup	Not yet started	Fall 2023: Lived Experience Work Group is currently exploring engaging on this project.
Action: Secure funding to provide stipends for lived experience workgroup members		In Progress/Ongoing	Fall 2023: MCCAC’s Development and Engagement Coordinator is actively working to build a base of flexible funding support including from individual donors and through fundraising events. Stipends are currently available at lived experience work group meetings based on work done on this priority so far.
Action (C): Encourage policymakers to provide opportunities for houseless individuals and frontline caseworkers to give policy input	Lived Experience Workgroup, County Task Forces	In Progress/Ongoing	Fall 2023: MCCAC’s Development and Engagement Coordinator and Director of Housing Stabilization are coordinating to arrange shared meetings with each of the Houseless Collaborative’s County Taskforces about policy priorities of people with lived experience that the Taskforce could help to advance. Status/Timeline Update(s): MCCAC and WAGAP staff recommends task forces help coordinate so local jurisdictions seek feedback on proposed policies related to houselessness from Lived Experience Workgroup beginning in summer 2023 2023 Goal: Workgroup will outline recommendations about this process in 1-2

			<p>page guide for policymakers that will be drafted by October 31st, 2023 and published/distributed by November 15th, 2023.</p> <p>Workgroup should also aim to have at least one annual, shared meeting with each of the Houseless Collaborative’s County Taskforces about policy priorities of people with lived experience that the Taskforce could help to advance.</p>
Strategic Priority 2: Address gaps in services for houseless clients			
Strategy: Improve access to existing services in the region that promote housing stabilization			
Action: By mid-2023, create and distribute a bilingual (English and Spanish) flowchart or other user-friendly document to depict key services in the region and how to access them	CCAЕ	In Progress	<p>Fall 2023: Spring 2023: Samples collected; Collaborative version needs to be created, translated into Spanish, and distributed. Timeline Update: Access/Equity Subcommittee will lead on approval before publishing and will meet to begin that work in April 2023; on track for distribution by mid-2023 with support from MCCAC/WAGAP staff.</p>
Action: Update supportive services document at least annually and re-distribute to regional partner organizations for use by caseworkers and clients	Staff	In Progress	<p>Fall 2023: Staff from MCCAC and WAGAP have begun compiling info on resources for quick reference guide and identified templates to build on</p>
Action: Coordinate at least two informational sessions about rapid re-housing program offerings in the region to area social service agencies, property management companies, and independent landlords per year	Staff	In Progress	<p>Fall 2023: Housing Stabilization Summit Oct. 31 will provide session focused on learning about these resources.</p>
Action (D): Coordinate with transportation stakeholders and local jurisdictions to identify ways to enhance transportation options for houseless clients who need caseworkers to accompany them to enroll in services and implement solutions	County Task Forces	Not Yet Underway	<p>Fall 2023: Status/Timeline Update(s): MCCAC and WAGAP staff recommend task forces explore opportunities and agree to timelines</p>

according to the needs and resources of each county represented within the Collaborative			for taking action in this priority area of the plan based on various jurisdictions' and transportation partners' financial capacity and willingness to otherwise partner on this Example of how taskforce could engage: Work with local governments represented on taskforce or within county to assemble and pass budget proposals for reduced or free fare program for houseless community members and/or their caseworkers who need to accompany them to appointments related to their housing or overall stabilization
Action: Find flexible resources to pay for gift cards and other incentives to help build trust and help houseless clients feel more comfortable accessing services	CCAЕ	In Progress/ Ongoing	Fall 2023: MCCAC's Development and Engagement Coordinator is actively working to build a base of flexible funding support including from individual donors and through fundraising events; for example, nearly \$10k was raised at first annual Housing Heroes event in October 2023.
Strategy: Secure resources for services that need to be created or enhanced to improve support for the region's houseless community			
Action: Regularly seek funding to sustain and improve services houseless people reliably connect to like shelter, street outreach services, emergency medical care, and law enforcement	CCAЕ	In Progress/ Ongoing	Fall 2023: Highlighted progress in this area as of Fall 2023 includes MCCAC, CFL, City of the Dalles, and other partners coordinating to improve blended funding and staffing approach for shelter and street outreach staff
Action: Advocate to remove barriers within systems and improve services houseless people struggle to connect to reliably, such as supportive housing, safe and appropriate medical respite care following a serious health event or discharge from the hospital, jail diversion and reintegration after incarceration, and wraparound case management	CCAЕ	In Progress/ Ongoing	Fall 2023: Region completed 2023 Permanent Supportive Housing Institute as of September 2023, which will open region up for more funding resources in coming years for PSH developments on OR side of river. Collaborative members also engaged during legislative session for various priorities; for instance in March 2023 MCCAC submitted testimony in support of

			SB 1076 to improve medical discharge processes for houseless clients; legislation is not likely to pass as drafted but task force will likely be created and MCCAC staff is tracking this goal in Salem in partnership with Mid-Willamette Valley Community Action
Action (E): Involve Collaborative members in regional plans focused on expanding behavioral health and substance use disorder support services, and other Houseless Collaborative priorities	Care Coordination, Access, and Equity Workgroup, County Task Forces	In Progress/ Ongoing	Fall 2023: See above; Center for Living, The City of The Dalles, and MCCAC (and possibly additional partners) are exploring a pilot street outreach team that would be community-based, have flexible client interaction, and target unhoused individuals who are not being engaged by services and who may be experiencing mental health distress and/or who are intoxicated and/or drug affected.
Action (F): Support behavioral health providers to advocate for expansion of the region’s behavioral health programs, including enhanced crisis response services that will be made available upon completion of the Columbia Gorge Resolution Center in The Dalles	Care Coordination, Access, and Equity Workgroup, County Task Forces	Fundraising for Columbia Gorge Resolution Center Complete; Completion of that Project and other enhancements to behavioral health services In Progress/ Ongoing	Fall 2023: See above regarding collaborative street outreach pilot project. Columbia Gorge Resolution Center strategy/focus has shifted somewhat but is still underway.
Action: Support Providence Hood River to ensure strong coordination of services during and after their launch of the Better Outcomes thru Bridges Program in the Mid-Columbia region	CCAЕ	In Progress/ Ongoing	Fall 2023: The Providence BOB Team is collaborating with community partners, attends BHRN meetings, and is actively involved in community outreach and peer groups. They could use additional support in increasing connections with Wasco County,

			distributing Narcan, and identifying safe spaces for clients upon hospital discharge.
Action: Pursue funding to increase the number of Traditional Health Workers—especially Peer Support Specialists—in our region who can provide housing, behavioral health, and other navigation services to houseless clients	CCAЕ	In Progress/ Ongoing	Fall 2023: MCCAC finalized a contract for funding Traditional Health Workers through Medicaid in Aug. 2023. This could potentially be tested as a pilot and then considered by other partners in MCHC.
Action: Develop plan and resources to provide more educational opportunities for houseless clients, such as renter education classes and know your rights trainings focused on interactions with law enforcement	CCAЕ	In Progress/ Ongoing	Fall 2023: MCCAC has signed up to become a Rentwell provider so staff can teach formal classes on how to be a good renter and give houseless clients more access to landlord incentives such as the landlord guarantee fund if they complete the class. Staff are in the process of becoming certified instructors and Rentwell programming is anticipated to be up and running by late 2023.
Action (G): Invest in making resources such as those offered by the PCC CLEAR Clinic more accessible to houseless clients in our region to help them clear criminal and eviction records	Care Coordination, Access, and Equity Workgroup, County Task Forces	Partially Completed; Finding a Path to Long-Term Sustainability still In Progress	Fall 2023: Lynn-Marie Crider attended the July 2023 meeting of MCHC and shared information about the free legal clinics . MCCAC also assisted in raising awareness about these clinics through sharing and distribution of flyers in English and Spanish. The Collaborative could continue to support this priority through promotion of existing clinics and supporting fundraising efforts to expand the PCC CLEAR Clinic’s services to the region on a more permanent/expanded basis.
Strategic Priority 3: Strengthen communication between service providers			
Strategy: Decrease barriers to services by enhancing coordination of client intake processes, referrals, and case management			
Action: Include service providers in the subcommittee that will assess technology platforms before choosing and implementing a	CCAЕ	In Progress	Fall 2023: See updates in shelter section.

shared intake, referral, and case management system for houseless clients in 2023			
Action: Support subcommittee to propose and test case conferencing models to improve coordination of care, especially for chronically houseless clients and those with significant behavioral health or substance abuse needs	CCAЕ		

Goal Area #3: Housing

Objective: Preserve and expand affordable, accessible housing

Priorities, Strategies, and Actions	Lead Partner(s)	Status	Progress Report and Timeline Updates
Strategic Priority 1: Increase the supply of housing units that low-income households (80% Area Median Income or below) can afford to rent			
Strategy: Advocate to increase funding, lower costs, and remove policy barriers to affordable and accessible housing development			
Action (H): By mid-2023, convene subcommittee to conduct research on the best ways to enhance funding for and remove barriers to the construction and preservation of affordable housing in the region, especially in rural and unincorporated areas	County Task Forces	In Progress	Fall 2023: Status/Timeline Update: MCCAC recommends utilizing existing expertise and involvement of County Task Force members to help advise on this and creation of report included in next goal
Action (I): By late 2023, publish report about subcommittee’s research and recommendations	County Task Forces	In Progress	Fall 2023: Status/Timeline Update: MCCAC is exploring funding or consulting support options to assist with this project
Action (J): Advocate with relevant local governments to waive system development charges and impact fees	County Task Forces	Not Yet Underway	Fall 2023:

			Status/Timeline Update: Task force will need to help update this section and shape the work on this priority in their respective counties
Action (K): Advocate with relevant local governments to establish and use construction excise taxes	County Task Forces	Not Yet Underway	Status/Timeline Update: Task force will need to help update this section and shape the work on this priority in Wasco County Example of how taskforce could engage: Develop and support passage of proposals by county's relevant local governments
Action (L): Engage Collaborative members in urban renewal funding discussions and encourage use of urban renewal funds to build affordable, accessible housing	County Task Forces	Not Yet Underway	Fall 2023:
Action (M): Work with service providers and local elected officials to secure adequate supportive services and rent assistance to align with funding used to construct affordable housing	Care Coordination, Access, and Equity Workgroup, County Task Forces	In Progress	Fall 2023: MCHA/CCHC, MCCAC, and CFL completed the Supportive Housing Institute and developed their initial plan for PSH to be co-located on The Gloria Center site.
Strategy: Take public actions to support Columbia Cascade Housing Corporation, tribal housing authorities, local governments, and other partners to build at least 262 affordable, accessible housing units in the region by 2027			
Action: Support completion of the Rand Road project in Hood River (129 units total, 39 of which will be for households at or below 30% AMI and 90 of which will be for households at or below 60% AMI)	CTFs, Advocacy Partners	In Progress	Fall 2023: Opportunity to support project is coming up on October 25th at public meeting about the project. See materials sent out after October 10th full Collaborative meeting.
Action (N): Help complete the Westgate Market project in The Dalles (75 units total, all of which will be for households at or below 80% AMI and a portion of which will be reserved specifically for low-income veterans)	County Task Forces, Advocacy Partners	In Progress	Fall 2023: Request submitted by CCDC for Congressionally Directed Spending to support project (would be in federal 2024 Omnibus spending bill if request is successful)

Action: Support completion of the White Salmon Assisted Living Facility project (52 units total with 13 at or below 50% AMI and the rest at or below 120% AMI with a potential for some below 80% AMI pending future funding)	CTFs, Advocacy Partners	In Progress	Fall 2023: \$2.5 million in Congressionally Directed Spending was secured for this project in the 2023 federal omnibus spending bill. See Jan. 9 CCC story for more information.
Action: Support completion of the Wishram Project (45 units total, all of which will be for households at or below 50% AMI and 23 of which will be reserved for houseless applicants)	CTFs, Advocacy Partners	In Progress	Fall 2023: Wishram Housing is complete with all 46 units occupied (update from Nch'i Wana Housing)
Action (O): Explore and foster private land donations for affordable, accessible housing development	County Task Forces	In Progress	Status/Timeline Update: Columbia Cascade Housing Corporation will need to advise on latest progress on this priority and needed support from task force Example of how taskforce could engage: Coordinate with Columbia Cascade Housing Corporation to make and execute a localized strategy
Strategic Priority 2: Use preservation, acquisition, and rehabilitation to protect the region's existing supply of affordable, accessible housing			
Strategy: Advocate for relevant funding, policies, and projects			
Action: Support completion of the Rhine Village acquisition and rehab project in White Salmon (36 units total, 35 units for households at or below 60% AMI)	CTFs, Advocacy Partners	In Progress	Fall 2023: Update forthcoming from CCDC
Action: Support completion of the Columbia View acquisition and rehab project in Cascade Locks (12 units total, all of which will be for households at or below 60% AMI)	CTFs, Advocacy Partners	In Progress	Fall 2023: Update forthcoming from CCDC
Action: By early 2024, work with the Columbia Cascade Housing Corporation to write regional report on affordable, accessible housing preservation opportunities; include advice about new acquisition and rehabilitation projects to pursue	CTFs, Advocacy Partners	On Hold or Not Yet Underway	

Action (Q): In coordination with local elected officials, governments, and agencies, apply for funding to support eligible projects	County Task Forces, Advocacy Partners	In Progress/ Ongoing	Fall 2023: CCDC and MCCAC are currently working on a capacity building funding application and MCCAC is currently exploring the HUD PRO Housing funding opportunity. Spring 2023: Letters of support submitted by Houseless Collaborative partners including Mayor Mays/City of The Dalles for Westgate Market Development Congressionally Directed Spending request submitted in early 2023; other updates from CCDC forthcoming
Action (R): Work with local governments to pass policies that promote affordable and accessible housing preservation, such as preserving mobile home parks and closing loopholes on short-term apartment rentals	County Task Forces, Advocacy Partners	In Progress/ Ongoing	Fall 2023: MCCAC is currently exploring the HUD PRO Housing funding opportunity which could potentially support these efforts.
Action (S): Find and work with local supportive governments and organizations to advocate for the Community Development Block Grant program and housing rehabilitation loan programs	County Task Forces	In Progress/ Ongoing	Fall 2023: MCCAC is currently exploring the HUD PRO Housing funding opportunity under the umbrella of CDBG and CCDC and MCCAC are currently working on a capacity building funding application to support this work.
Strategic Priority 3: Prioritize access to affordable, accessible housing units for communities of color and other traditionally underserved populations			
Strategy: Partner with organizations who serve culturally specific populations to ensure equitable access to affordable housing			
Action: By mid-2023, convene subcommittee to identify strategies to make access to affordable housing more equitable, such as preference policies for applicants referred by providers serving culturally specific populations	CTFs		
Action: Seek additional funding for tools to enhance the ability of organizations who provide culturally specific services to	CCAIE Workgroup		MCCAC staff recommends aligning this with Collaborative's goal of developing larger annual fundraising strategy to

place client in vacant housing units, such as housing placement service fees			enhance culturally specific and responsive housing stabilization services; as noted above, MCCAC's Development and Engagement Coordinator has coordinated the initial work to develop this year's strategy by meeting with leaders from organizations that provide culturally specific and responsive housing stabilization services to compile their initial thoughts; once these initial components are compiled, MCCAC staff and WAGAP will coordinate next steps on this action item with Access/Equity Committee.
Action: Ensure robust marketing to traditionally underserved communities when units are made available, including through creation and use of a language access plan	CCAIE Workgroup, CTFs		
Strategic Priority 4: Educate elected officials, community leaders, and the public about why our region needs more affordable and accessible housing			
Strategy: Collect and share data and personal stories to educate people about houselessness and highlight the need for more housing			
Action: Support MCCAC and WAGAP to expand the annual Point in Time Count, including by involving providers who provide culturally specific services to underserved populations, and those who support clients with behavioral health needs	CCAIE Workgroup	Ongoing	Fall 2023: Planning for Jan 2024 PIT Count will begin soon
Action: Publish annual, local report with personal stories from people in our area who have been houseless and data on regional housing needs from the Corporation for Supportive Housing, Oregon Affordable Housing Inventory, recent regional studies on land and affordable housing inventory, and the National Low Income Housing Coalition's "Out of Reach" or other reports	CCAIE Workgroup, CTFs	Complete for 2023	Fall 2023: MCCAC has published a video story of a client at The Annex and also is working with lived experience work group to identify people for next round of personal stories. 2023 report was published in late 2022/early 2023 and is available here on the Houseless Collaborative's website

Action: Have meetings with local and state elected officials in our region to share the report, highlight its impact on our communities, and ask them to support the Collaborative’s housing goals; also engage regularly with elected officials in the region and at the statewide level to advocate for Houseless Collaborative priorities when relevant advocacy opportunities arise	CCAЕ Workgroup, CTFs, Advocacy Partners	Complete for 2023	Fall 2023: Houseless Collaborative members are encouraged to reach out to their elected officials to share report and discuss timely Houseless Collaborative priorities
---	---	-------------------	--

Goal Area #4: Advocacy

Objective #4: Advocate, engage the community, and build support for the region’s efforts to address houselessness

Priorities, Strategies, and Actions	Lead Partner(s)	Status	Progress Report and Timeline Updates
Strategic Priority 1: Communicate to build awareness and support			
Strategy: Develop and implement a strategic communications plan			
Action (V): By mid-2023, hire staff or contractor to support the Office of Housing Stabilization to write and begin implementing a strategic communications plan; review/update plan on an annual basis and regularly engage Collaborative members in its ongoing implementation	MCCAC Office of Housing Stabilization, County Task Forces, Advocacy Partners	In Progress	Fall 2023: Brink Communications completed a strategic communications plan , key messaging , and updated media list in July 2023 based on contract with MCHC/MCCAC to do so. Focus is on Houseless Collaborative priorities, especially The Gloria Center, The Annex, and the Gorge Resolution Center.
Action: Regularly collect and publicly share real stories of people who have experienced houselessness or struggled to access services	MCCAC, WAGAP, MCHC Advocacy Team,	In Progress	Fall 2023: MCCAC has published a video story of a client at The Annex and also is working with lived experience work group to

	Lived Experience Workgroup Office of Housing Stabilization, CCAE Workgroup		identify people for next round of personal stories to be published. See this Sept. 8 article from CCC News. 4 client stories were also included in end of year 5-county report about affordable housing needs and houselessness in our region
Strategic Priority 2: Use accurate data to inform people of the realities of houselessness and to address opposition to the Collaborative’s priorities			
Strategy: Collect and share data about regional houselessness and housing			
Action: Secure stable, long-term funding to pay at least one staff member to support the Collaborative’s data collection and reporting needs	CCAЕ	Hires in Oregon Complete, Process to Secure Longer-Term Funding Ongoing	Fall 2023: Separate funding for OR position secured for 23-25 biennium so HB 4123 funding does not have to be used and can be prioritized for other Houseless Collaborative needs longer term
Action (X): Coordinate with local hospitals, law enforcement, employers, and organizations who provide culturally specific services to collect and share data about the impact of houselessness—and of houselessness prevention and response services—on the community	County Task Forces	In Progress	Fall 2023: Status/Timeline Update: In spring 2023 MCCAC published a “data and reports” page of its website, which includes the data we have collected and published so far. Additional coordination with task force members is needed to coordinate with local hospitals, law enforcement, employers, and organizations who provide culturally specific services (including county task force members) to collect and share more detailed data related to the impact of the issue on these sectors.

Action: Publish annual press release in English and Spanish to highlight regional houselessness statistics, emphasize success stories, dispel myths about affordable housing and houselessness, and share progress on the Collaborative's equity commitments	CCAE, County Taskforces	In Progress	Fall 2023: MCCAC published 2023 PIT Count press release in July 2023 Spring 2023: MCCAC staff recommends publishing this press release each fall or winter using Point in Time Count data, personal stories from clients being served by partner organizations' housing stabilization programs, individual agency data, and examples of equity commitment progress
Strategic Priority 3: Advocate for funding and policies that support the Collaborative's strategic investments			
Strategy: Participate in statewide, regional, and local task forces focused on houselessness			
Action (Y): Advocate to secure appointments on task forces for members of the Collaborative	County Task Forces	In Progress	Fall 2023: Status/Timeline Update: Joel Madsen from CCHC and Kenny LaPoint from MCCAC have been asked to join statewide taskforces focused on expanding the supply of affordable housing, and implementation of changes to care coordination under Oregon's 1115 Medical Waiver, respectively,
Action (Z): Provide opportunities at quarterly Collaborative meetings for task force members to report on their work and ensure institutional memory is not lost when their time on task forces end and new members are appointed	County Task Forces	In Progress/ Ongoing	Fall 2023: Spring 2023: MCCAC staff have added standing agenda item re: brief taskforce member updates to quarterly full Collaborative meetings
Action (AA): Leverage policy tools and resources for the region	County Task Forces	In Progress/ Ongoing	Fall 2023: Spring 2023: MCCAC staff are working with Oregon side stakeholders to develop county-specific collaboratives or taskforces to coordinate around this and other priorities in the larger Collaborative's

			<p>strategic plan; WAGAP staff are engaging with existing county-specific collaboratives in Klickitat and Skamania Counties to do the same</p> <p>Status/Timeline Update: Task force will need to help update this section and shape the work on this priority in Wasco County</p> <p>Example of how taskforce could engage: Support development and passage of proposals according to local opportunities within county to leverage policy tools and resources</p>
Strategy: Pursue public funding at the federal, state, and local level			
Action(BB): Work closely with local elected officials and governments to identify and secure additional government funding to support the Collaborative’s long-term priorities	County Task Forces	In Progress/ Ongoing	<p>Fall 2023: As of September 2023 The Gloria Center is fully funded; the final funding gap was closed through Oregon state shelter addendum funds and a grant from The Ford Family Foundation.</p> <p>Status/Timeline Update: MCCAC staff have developed initial resource development plan and are in the process of completing interviews with culturally specific/responsive partner organizations to ensure plan has a strong equity lens; plan should be ready to share with county task forces and full collaborative by flate 2023 and updated annually thereafter</p>
Action (CC): Every year, coordinate a delegation of local leaders to meet with their representatives and advocate for funding at the state and federal level	County Task Forces	In Progress/ Ongoing	<p>Fall 2023: MCCAC and some other Collaborative members have been doing this throughout the 2023 legislative session; heading into legislative working days and the 2024 short legislative session, task force members should agree to whether there should be a</p>

			more coordinated approach or set of meetings with a delegation of local leaders to meet with state legislators and/or congressional offices
Action: By mid-2023, develop and begin training an advocacy team made up of people who are or have experienced houselessness to publicly share their stories and lobby decision-makers	MCCAC, WAGAP, MCHA, County houseless collaboratives/ taskforces, Lived Experience Workgroup, MCHC Advocacy Team	In Progress/ Ongoing Not yet underway	Fall 2023: Lived Experience Work Group is currently exploring this as a possible project.
Action: Meet at least quarterly with state or federal agency staff to nurture relationships and strengthen applications for grants they administer.			
Strategy: Seek foundation and other private funding opportunities			
Action: On an annual basis, create and update a region-wide grant pipeline and direct the Collaborative's fundraising staff to coordinate its implementation.			
Action: Include strategy for cultivating foundation relationships in grant pipeline and regularly engage Collaborative members in meetings with potential funders		In Progress	Fall 2023: MCCAC's Development and Engagement Coordinator has had meetings with several foundations and in July 2023 met jointly with Meyer Memorial Trust and Nch'i Wana Housing.
Strategy: Build a committed base of donors to support the Collaborative's objectives			
Action: Direct the Collaborative's fundraising staff to develop and begin implementing a major donor strategy by late 2023		In Progress	
Action: By mid-2023, launch a small donor fundraising program to enhance flexible resources for the Collaborative's work and build community support for the region's homelessness response and prevention efforts.		In Progress	Fall 2023: launched and growing as of Fall 2023!

Action: On an annual basis, host at least one Mid-Columbia Houseless Collaborative fundraising event in Oregon and one in Washington to raise money for the Collaborative’s priorities, highlight the impact of our work, and publicly thank supporters		In Progress	Fall 2023: Oregon side event was completed in form of first Housing Heroes dinner on October 5th, 2023
---	--	-------------	---