

CONFIDENTIAL

OREGON HARBOR OF HOPE

A PLACE WHERE HOPE CAN BE RESTORED

BUSINESS PLAN

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CONTACT INFORMATION

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Executive Summary

Opportunity

Problem

The Need is Urgent.

During 2014 and 2015, chronic homelessness in Oregon increased by nearly 60%, the highest rate in the nation. * Nearly 2000 people are currently living on the streets of Portland. Many citizens of Portland feel unsafe visiting places such as the downtown area and hike/bike paths. The cost of housing is rising and people with the lowest income are being pushed to homelessness. There are many causes but only one conclusion: We must step up now to create new solutions.

*from the National Alliance to End Homelessness

Solution

A Community Partnership to Serve the Chronically Homeless and Unsheltered Individuals of Portland

The Oregon Harbor of Hope (OHH) is a nonprofit initiative collaborating with a range of community partners to develop a multi-service hub helping unsheltered people and the chronically homeless transition to healthy, productive lives in permanent housing.

The OHH is not just a concept - it is a visionary plan that is already under way. A Board of Directors has been established, \$250,000 in seed money has been raised and an experienced leadership team has been put into place to make this plan a reality. Studies are being conducted and partnerships are being established with nonprofits, faith-based groups, local government and private sector leaders for advice and support.

The Terminal 1 site in industrial downtown Portland meets key location criteria for this facility:

- *Proximity to professional and community services.*
- *Located near public transportation lines.*
- *Minimal Phase 1 site preparation and sufficient land for the vision of the project.*
- *Near hospitals, churches and employment opportunities.*

- *Physically safe and environmentally acceptable.*
- *An array of future development options.*

Because time is of the essence, OHH intends to develop the full-service facility in two phases. In Phase 1 (18 months), the former Nike track facility at Terminal 1 will be temporarily built out to establish a safe, secure shelter with basic services. This shelter will be available by end of Q4 2016 for 100-200 people and will be operated for a limited duration while the full-service facility (Phase 2) is developed. Currently, OHH is in the process of raising the funds (approximately \$1 million) needed to operate the facility for this first 18-month phase.

In Phase 2, OHH will build a "restoration center campus" with multi-dimensional services to aid in the transition of guests from homelessness to health and productivity. With much needed private and public support, Phase 2 hopes to open in 2018.

It is important to note that this Phase 2 facility will not be a "warehouse." This campus will be an environment created to give its guests a safe and secure place to experience community and dignity along with a vast array of services in a "town-like," aesthetically beautiful setting. From mental health services and drug and alcohol recovery, to job training and affordable housing, the best practices of our local non-profits and service providers will be provided to all who reside on the campus.

In short, OHH will be designed by local leaders to serve Portland's most vulnerable population. As a community, Portland cannot wait any longer and Portland cannot afford to fail.

Opportunity

Problem & Solution

Problem Worth Solving

The number of people living on the streets of Portland and experiencing homelessness is growing by the day. With housing costs rapidly increasing and a rapidly growing influx of middle class transplants, there is not enough affordable housing for people with lower incomes. Currently, there are also not enough shelter beds in the City to provide basic services for people experiencing homelessness. This has caused an increase in the visibility of people living on the streets. The Portland Continuum of Care has worked diligently to keep the homeless population from growing, but engagement of people living on the streets has been challenging due to the fact that homelessness has spread through the community. Additionally, the public is rapidly losing patience with the issue and is eager for new approaches to solve the problem. All of these factors have motivated the business community to come to the table to offer new solutions and resources.

Our Solution

With Portland's rapidly growing population, there are limited options for locations to house and provide services for people experiencing homelessness. The availability of Terminal 1 as an option to provide shelter and basic services is critical because:

- The existing structure is big enough to take in 400 people over time, which will provide an opportunity to humanely and efficiently engage people for basic services and shelter.
- It is near other critical services, meaning clients will be able to connect to ongoing partner services within the community.
- The site is large enough to develop the longer-term vision without having to move the shelter residents.

With rain and colder temperatures coming soon, the responsible course of action is to find a place to provide shelter and basic care as soon as possible. Key members of the business community have rallied around the concept of a shelter with low barriers to entry that can provide relief to people living in the streets.

The OHH solution will be unique in that it will be a low-demand facility. This means the number of programmatic requirements will be reduced in order to meet people in their current life situation with very little restriction. OHH and its partners will work from a value of "engaging first" rather than "housing first" in

order to clearly understand the needs and hopes of its guests. To that end, in addition to shelter, OHH will seek to provide a place of new beginnings. OHH will establish partnerships throughout the continuum of care and work to connect guests to needed services based on their personal hopes and needs.

Problem Statistics

- Half of the Portland homeless population are living in the streets, almost double the national average, according to aggregate data collected by HUD from Point-in-time Counts.
- There is currently a shortage of 650 shelter beds throughout the city according to the Joint Office of Homeless Services in Portland
- According to polls in recent months, the homeless problem is the No. 1 issue to the people of Portland
- The emergence of several hundred people along the Springwater Corridor created one of the largest homeless camps in the US. The camp was closed, but many new camps have since emerged.

Our Impact

OHH has spoken with dozens of stakeholders currently working in the homeless services sector in Portland and nearly all of them acknowledge the need for a new solution and increased resource to solve the homeless problem. OHH will collaborate with local service providers that are currently doing this work in the community. The goal will be to find the best practice providers in the community and insert them into the appropriate role in working with guests at the facility. OHH has studied several working models across the country and believes that the best Phase 1 model for the city of Portland is that of a place where people experiencing homelessness can come and experience low programmatic expectations (low-demand) in a facility that is run in partnership with the best service providers in the community.

OHH strongly believes that opening the shelter at Terminal 1 will have the following positive impacts on the City:

- Provide a safe and humane place for people living in the streets to have their basic needs met.
- Provide a facility that facilitates more efficient service coordination among key providers.
- Provide an opportunity to better engage with people and then connect them to the next step of care in their recovery plans.
- Reduce the number of people living on the streets, providing a feeling of greater safety for the citizens of Portland.

Roadmap

The immediate and most important goal of OHH is to provide a shelter and basic services for 100-200 people currently living on the streets of Portland. The plan is to gradually increase capacity to 200 people over a 12-month period. While the facility will have capacity for up to 400 people, OHH plans to work out the operational kinks to 100 before expanding. Outlined in later sections of the document are the key partners needed to accomplish this goal.

Looking toward Phase 2, OHH plans to evaluate the need for additional services and resources to help our guests successfully accomplish the goals in their recovery plans. The ultimate facility goal will be to connect our clients to the care they need to help them transition to new homes with the support they need to realize sustained stability and hope.

Clients Served

Demographics

The target client for the shelter at Terminal 1 will be single men and women currently living on the streets of Portland. They must meet the following eligibility criteria:

- Unaccompanied Adults- single men and women (couples are allowed)
- Currently homeless according to HUD definition

Priority will be given to the following subpopulations:

- Individuals considered to be the most vulnerable as evidenced by the vulnerability index
- Individuals that meet the HUD definition of chronic homelessness

The following groups will not be eligible for shelter at terminal 1:

- Unaccompanied minors (Under 18)
- Families with children

Current Needs

The greatest problem to be solved with the homeless situation in Portland is reducing the number of people living in the streets. There is a great need for increased shelter beds that provide a safe and secure place for people to have their most immediate needs met. With the growing number of people

living on the streets of Portland, it is clear after meeting with advocate groups that a successful new shelter program will need to embody the following elements:

- Low barriers to entry
- Ability for couples to enter and sleep in the same space
- Willingness to engage and meet people where they are in their personal lives
- A partnership governance model with people experiencing homelessness
- The shelter must be safe

Future Needs

In order for the project to be successful it will need to focus on how people enter and successfully move out of the new shelter. The goal is that the shelter would be a temporary stop in someone's recovery and journey to permanent housing. The initial focus should be on preparing the shelter for opening and ensuring that it can support peoples' basic needs. The focus should then move to Phase 2 and achieving the following objectives to ensure the long-term success of the model:

- Identify and establish key partners needed to help people advance in their own personal recovery plans.
- Develop technology systems that integrate with (Homeless Management Information System) HMIS.
- Build transitional and permanent housing partnerships for campus graduates.
- Identify community and faith groups that would consider supporting individuals as they transition out of the shelter

Comparison & Collaboration

Current Alternatives

There were other models that were considered before the current Phase 1 shelter approach for Terminal 1. The other key models that were considered were:

- Open several smaller shelters of 100 people or less throughout the city
- Adopt a housing first approach and move people straight into housing
- Develop some of the existing camps and rest areas to be able to receive more people

Our Difference

Ultimately OHH arrived at the need for a larger shelter with supportive services for the following reasons:

- The low-demand shelter for Phase 1 of OHH is a response to one of Portland's biggest problems- the growing number of people living on the streets. The longer term vision of OHH will include a multi-service center, permanent housing and much more. This first phase will lay a foundation for a strong collaborative partnership model that addresses the root causes of homelessness.
- OHH believes in the value of engaging people first, meaning we meet people where they are and help them achieve their life goals and dreams. Some guests will have to move at the pace at which resources are available, but the goal will be for the resources to match the hopes and dreams of our guests.
- There is value in peer support. With the right positive structure and culture, people can learn from each other and advance in their own personal recovery
- By having many people in one location, supportive care can be centralized, which in turn reduces costs for local agencies and government funders.
- There is a strong peer-support culture in Portland that has potential to make a profound impact on the current issue.
- This isn't just another shelter. Its a low-demand shelter, meaning the traditional rule-based behavioral shelter model will not be imposed. OHH will meet people where they are.

Gaps to Fill

The following key gaps will need to be filled before the shelter opens:

- Identify and execute Letter of Intent (LOI) with Food provider
- Identify and execute LOI with Mental Health service partner
- Identify and execute LOI with Substance Abuse service partner
- Execute LOI with the identified medical provider, Northwest Acute Care Specialist
- Identify and execute LOI with and operations and facility manager

Potential Partners

Since June 1, 2016 we have been working to establish partnerships with the following groups to help make this vision come true:

- Multnomah County
- Portland Mayor's Office
- Union Gospel Mission
- Right to Dream Too
- Meyer Family Trust
- Blanchet House
- Meyers and Lee Consulting Firm
- Central City Concern
- Sisters of the Road
- Oregon Health Share
- Northwest Acute Care
- Portland City Serve
- and more

Execution

Fundraising Plan

Fundraising Goals and Sources

The funds needed to improve the facility at terminal one are in the range of \$250,00-\$300,000. Additionally there is furniture fixture and equipment (FF&E) needed prior to opening. The plan to raise the funds to improve the warehouse is to solicit individuals. Businesses, churches and individuals have already made significant commitments to donate in whole or in part the following items:

- Medical treatment and services
- Architectural services
- Lockers used to store personal belongings
- Mobile showers and bathrooms
- Animal food and care
- Computers and printers
- Office furniture
- Sleeping mats
- Beds and sheets

It is estimated that it will cost about \$400,000-500,000 to run the low-demand shelter for the first six months. The plan is to have those funds committed from the business community and foundations prior to the opening of the facility. The OHH Board is working daily to raise the start-up and operational funds needed. The goal is to have \$750,000 committed by November 1st.

Fundraising Methods

The following fundraising methods will be utilized to raise start-up and operational funds:

- Grants will be submitted to foundations to provide funding for the first six months of operations.
- Individuals with the ability to give significant gifts will be solicited. In order to cultivate the relationship with prospective donors, they will be given the following items:
 - Copy of the Feasibility Report by Meyers and Lee Consulting

- The phase one Business Plan
- Site plans from Ankrom and Moisan Architects.
- Board members of OHH will make the asks of potential donors directly in person or over the phone.
- Contact information for prospective donors will be tracked, and they will begin to receive regular newsletters about the progress of both Phase 1 and Phase 2 of OHH.
- Lastly, a fundraising event for Phase 1 is being planned for the Fall. The goal will be to recruit new donors and volunteers to support the ongoing needs of the low-demand shelter.

Operations

Locations & Facilities

The physical address for the proposed Terminal 1 facility is 2400 N.W. Front Ave. The site has an existing 96,000 sq. ft. building that will function as the shelter area. The building is in good condition and with some minor improvements will provide a good space for 12-18 months to provide safe shelter and basic services. The following reasons make the location ideal for serving people experiencing homelessness:

1. Proximity to social services, ie., health, food, behavioral health, spiritual care, etc.
2. Access to transit, bicycle, walking, transit for people with disabilities
4. Access to employment for a variety of skill profiles.
5. Secure, but part of the local environment and not isolated.
6. Adequate parking available on or off-site.

The location is also ideal because the land provides enough space for future services and housing to be developed on-site if planned in future development of the project.

The existing structure at Terminal 1 will have the following developments completed in order to have it ready to open for Phase 1 services:

- Shower and restroom trailers will be brought on site
- Air flow solutions for the building (using high vent fans)
- Heaters (portable)

- New windows, where necessary (to be re-installed)

Specialized Skills

In order to operate the shelter successfully and safely, OHH recommends that all staff and peers will have the following training or experience:

- Verbal/Trauma de-escalation
- Assertive Engagement
- Mental health basics
- Crisis Intervention Training (CIT)
- Basics of Recovery Oriented Systems of Care (ROSC)
- HMIS training
- HIPAA Training
- Trauma informed care
- Cultural responsiveness and principles of non-discrimination

Programs & Services

Overview of Key Program Elements:

- A 24/7 shelter, with appropriate entry and exit rules and hours
- A low-barrier shelter inviting individuals in with their pets, partners, and a reasonable number of possessions, as well as without restriction related to whether they are living with addiction, physical or mental disabilities, legal histories, and other circumstances that might screen them out of other shelters, provided that they are able to meet appropriate behavioral expectations in and around the facility.
- Operate according to shared standards of behavior for all guests and staff that are appropriate to the populations served and ensure non-discrimination on the basis of all protected statuses covered by the City of Portland's and Multnomah County's civil rights ordinances.
 - Shared standards of behavior will closely align with existing low-barrier shelter models in Portland and across the US.
- Open initially with up to 100 individuals, with the capacity to expand to 200 people over a six to twelve-month period.

- Initial 100 guests will be accepted 10 per day for the first 10 days.
- After the first 100 guests, growth will take place only after organizational program, policy and procedure is found to be effective for the first 100 members.
- Access is by reservation through a process that is simple and that ensures equitable access to communities of color and other underserved communities; there is no walk-up access.
 - Intake for the facility will take place in the day room of Union Gospel Mission four days a week in the afternoon. Intake will be run by UGM and OHH in partnership. Those who meet intake requirement, composed of "house rules" will be shuttled to the OHH facility from UGM. (Note: House rules for the low barrier shelter will be very similar to those at low barrier shelters rules that ensure guests agree to do no harm to themselves or others at the facility, agree they will not bring drugs, alcohol, or weapons of any type into the building and will agree to conduct themselves in a manner that appropriate to guests of a low barrier shelter.)
 - Once in the shelter, guests retain their bed for as long as needed, provided they continue to comply with the behavioral expectations within and in the community adjacent to the shelter.
 - Initially guests will be given a temporary bed (mat) in a "transient pod." Once the guest shows an interest in staying in the facility on a nightly basis, an intent to follow the rules and an interested in becoming a part of the community they will be moved to a "provisional" pod where they will be given the opportunity to serve others in the community with job opportunities within the facility. When a bed becomes available, members of the provisional pod will be moved into the "program pods" where bed and space allocation is more significant than the provisional or transient pods.
 - If guests are absent for more than three consecutive days or four days in a one-week period, their mat/bed will be given to someone else in need of shelter.
- Serve adults aged 18 and over, with a priority for single women, couples, Veterans, people over 55, and people with disabilities.
- Provide appropriate bedding, lighting, climate control, ventilation, and sanitation to protect the health and well-being of occupants.
- Provide adequate personal hygiene services, including bathrooms, showers, sinks, and showers.
- Provide meals, at least two per day, on site. Meals may not be prepared on site, but they will be served on site. The plan is to lean heavily on volunteers to serve meals.

- Provide staff the shelter with no fewer than 1 person per 35 individuals during awake hours, and 1 person per 50 during sleeping hours. Staffing may need to be higher depending on space layout and programming.
- Offer space on site and actively engage in coordination with social service partners to assist guests with housing placement and support services.
 - Limited case management will be available for those guests in transient beds. More extensive, ongoing case management will be offered to those guests who are in provisional or program beds. Case management opportunities will be partly identified in the intake process for the facility.
 - Organizational partnerships with nonprofits in the community are being formed to have needed guest services. Current partnerships in negotiation are peer support, case management, medical and mental health and food service partners to be on site.
- Connect guests to next levels of support, including substance abuse treatment, mental health services, job training, housing relocation and more. These services will not be on-site for phase 1, but partnerships will be established to help individuals achieve their hopes and dreams.
 - Organizational partnerships with nonprofits who provide needed services for guests are current being established. These partners will either come to OHH weekly to supply resources for programs such as housing and job training, or will serve as referral partners. Referral partners will take referrals from OHH case managers and will see guests from their offices to supply needed resources.
- Treat guests in accordance with the principles of "Assertive Engagement" and offer a grievance process in which a neutral staff member reviews complaints and responds in a timely manner.
 - Guests will be allowed to stay in the facility for an indefinite time period as long as they are adhering to the facility guest rules. For those guests who are not adhering to the low barrier rules, peer support specialists will be used to help guests exit from the facility. Guests can also choose to self-exit at any time.

Regulatory Requirements for Facility Operator

- The Shelter will have a non-profit operator with the organizational capacity to effectively run the shelter at up to its maximum proposed scale, alone or in partnership with other organizations.
- The operator will be eligible to contract with the City of Portland and Multnomah County for services.

- **Data Collection/Reporting:** The operator will collect, enter, and report data on all guests using Service Point, the community's Homeless Management Information System, in accordance with local data standards, policies and procedures. The goal is to collect the data necessary to facilitate a culture of learning and constant improvement.
- **Transportation Plan:** The operator will develop and implement a transportation plan for the guests that is appropriate to the shelter scale and the need of guests to access services off-site.
- **Safety Plan:** OHH is in the process of developing a safety and security plan that addresses personal and property safety on site and in the adjacent area. This plan will include routine coordination with Central Precinct of the Portland Police Bureau and crime prevention team at the Office of Neighborhood Involvement. It will also involve people currently experiencing homelessness to ensure that they feel safe and secure in at Oregon Harbor of Hope.
- **Community Engagement/Communications Plan:** A Neighborhood engagement workgroup has been formed and will begin meeting in October, 2016. This group is comprised of members of specific neighborhood associations as well as "at large members." This workgroup will begin to meet before the facility is opened and will continue to meet after the facility is opened in order to receive input from the community on operation and issues that might arise.
 - A good neighbor agreement will be crafted between OHH and the member of the Neighborhood workgroup before the facility opens.
- **Joint Office Coordination:** The operator will continue to coordinate with Home for Everyone, the city/county joint office, to ensure, to the maximum extent possible, that the shelter and its services align with the community's shelter guidelines and priorities, as approved through A Home for Everyone.
- **Termination Plan:** The operator will develop and demonstrate its capacity to implement, a plan for termination of shelter services on the site, should the lease not be renewed, including what would happen to the guests who at the time of termination are residing at the shelter.
 - Members of the OHH staff will work with the City and the Joint Office to ensure proper placement for all guests takes place before the facility is closed. These placements will take place within 30 days of the decision to close the facility.
- **Legal Requirements:** The Operator will operate the shelter at all times in compliance with all applicable federal, state, and local code requirements, insurance requirements, and other legal obligations imposed by the City of Portland and Multnomah County on its lessees.

Partners & Resources

Six subcommittees have been established to work out the details for Phase 1 of the facility in these areas:

- Facility Development
- Communications
- Neighborhood Workgroup
- Fundraising
- Strategic Partnerships
- Program Committee, with subcommittees to work on the following areas:
 - Medical Care
 - Mental Health Care:
 - Substance Abuse Services
 - Employment Services

The following key partnerships need to be established. MOU's should be established with each group. In the interest of opening the facility before winter, the agreements can be streamlined to start and updated over time.

- Campus Operator - Backbone organization providing management and administration services
- Peer governance group - This organization will lead peer to peer engagement on-site
- Food Services - Responsible for coordinating and serving all meals. Includes booking volunteers as needed.
- Medical Provider- Responsible for providing and coordinating medical care
- Legal Services- On a part-time basis and available via referrals
- Job Training- Off-site partner that will receive referrals
- Substance Abuse Service Provider- Off-site/on-site partner that can receive referrals
- Mental Health Service Provider- Off-site/on-site partner that can receive referrals
- Kennel and Veterinary Service Provider

Risks & Mitigation

Risk 1- Not in my backyard (NIMBY)

Mitigation:

- The OHH leadership team will be meeting with neighborhood groups before the shelter opens and during its operations to share plans and address any concern.

Risk 2- Need experience to run the facility

Mitigation:

- Finding the right partners with strong experience in running a low demand shelter. Several key partners have stepped up and expressed a willingness to assist in this effort.
 - Central City Concern
 - Union Gospel Mission
 - Right 2 Dream 2

Risk 3- The short-term facility hurts the long-term vision

Mitigation:

- Don't rush opening
- Take in 100-200 for first 6 months and determine if increasing the number is possible

Milestones & Metrics

Milestones Table

Milestone	Due Date	Who's Responsible	Details
Setup Stakeholder Meetings- COMPLETE	August 31, 2016	Ann, Shaun and Don	These are the meetings in which we will explain more about Phase 1 and field questions from stakeholder groups
Finalize Start-up Budget- COMPLETE	September 09, 2016	Jim	Intital funds needed prior to opening
Finalize Operational Budget- DRAFT 1 COMPLETE	September 09, 2016	Jim, Shaun, Marc	Create monthly operational budget for phase 1
Identify Members for OHH Workgroups	October 14, 2016	Don	4 workgroups are: Facilities, Fundraising, Strategic Partners, Program development
Identify Food Service Partner	October 28, 2016	Leadership Team	Need to have food service partner in place 30 days prior to facility opening
FF & E Funds Raised	October 28, 2016	Leadership Team	Need to raise funds to pay for FF & E within 30 day of opening facility.
Define Peer Governance Counsel Role	October 28, 2016	Ibrahim, Bill and Leadership Team	Define the role peer support team will play in managing facility operations.
Identify Campus Operator	October 31, 2016	Leadership Team	Need to have the campus operator firmly in place at least 30 days before the facility opens.
Operational Funding in Place	October 31, 2016	Homer and Don	Need to have operational funding in place before facility opens.
Create Facility Program	November 11, 2016	Ann and Shaun	Define the program policy and procedures. Length of stay, intake procedures, basic client expectations, etc

Identify additional core
service partners

November 11, 2016

Ann , Shaun & Marc

Define service providers
needed for phase 1 and
execute LOI's with each

Key Metrics and Data Collection

- Provide safe sleeping for 100 individuals for the first 3-6 months
 - Measured by recording occupancy rate
- Provide meals for everyone sleeping at the the facility
 - Measured meals recorded daily
- Provide access to showers and basic hygiene needs
 - Measured by shower services and hygiene goods distributed.
- Connect facility guests to the following services:
 - Job Training, measured by warm referrals
 - Substance Abuse Services, measured by recording warm referrals made
 - Mental Health Service, measured by recording warm referrals made
 - Legal Aid, measured by recording warm referrals made
- Positive transitions to permanent housing
 - As evidenced by lease agreement and start date
- Connection to community support groups such as faith groups, neighborhood groups and social clubs that could provide ongoing support for individuals.
 - Measured by recording official group adoptions.

Organization

Overview

Organization Structure

Oregon Harbor of Hope (OHH) is organized as a nonprofit 501c3 organization in the state of Oregon. The founder is Homer Williams. The board members are Homer Williams, Dike Dame, Don Mazziotti, and Matt Brown.

The organizational structure for Phase 1 of OHH will consist of OHH serving as a nonprofit umbrella under which multiple local nonprofits will serve as services providers, at the Terminal 1 site. OHH will hire a facility operator to handle core service delivery and coordination.

There will be a peer governance advisory counsel that will be established to inform the ongoing program policies and procedures of the facility.

Volunteers will play a critical role in meal service, receiving and organizing donations and more

Organization History

Homer Williams, a Portland real estate developer and businessman, was on a business trip to San Antonio when he noticed a story in the paper about Haven for Hope, a homeless campus in San Antonio. He decided to arrange a tour of the facility, knowing the serious homeless issues in Portland. Homer was amazed by what he saw and inspired to investigate if this kind of multi-service facility would work in Portland. After returning to Portland, Homer and his business partner, Dike Dame, quickly began to assemble a team that could develop a Haven for Hope "inspired" model for Portland.

Team

Administration and Staff

The following team has been assembled to plan and fundraise for phase 1 of OHH:

- Homer Williams- Founder and Board Member
- Dike Dame - Founder and Board Member
- Don Mazziotti- Board Member

- Ibrahim Mubarek- Peer Support leader
- Jim Atkins- Project Manager
- Ann Hutchinson Meyers and Shaun Lee- Subject matter experts and strategy consultants
- Marc Jolin- Joint Office City/ County homeless services manager
- Bill Russell- CEO, Union Gospel Mission

Board of Directors

Oregon Harbor of Hope Board Members include:

- Homer Williams
- Dike Dame
- Don Mazziotti
- Matt Brown

Key Planned Hires & Recruits

- Phase 1 Program Director- Oct. 2016

Personnel Tables (100 Clients Served Model)

	FY2017	FY2018	FY2019
Direct Care Staff/ Peer Support (9)	\$243,000	\$247,860	\$252,817
Janitorial/ Maintenance (2)	\$62,400	\$63,648	\$64,921
Shift Supervisors (3)	\$96,000	\$97,920	\$99,878
Case Manager (2)	\$66,000	\$67,320	\$68,666
Van Driver	\$15,000	\$15,000	\$15,000
Program Director	\$65,000	\$66,300	\$67,626
Peer Program Director	\$37,500	\$37,500	\$37,500
Total	\$584,900	\$595,548	\$606,408

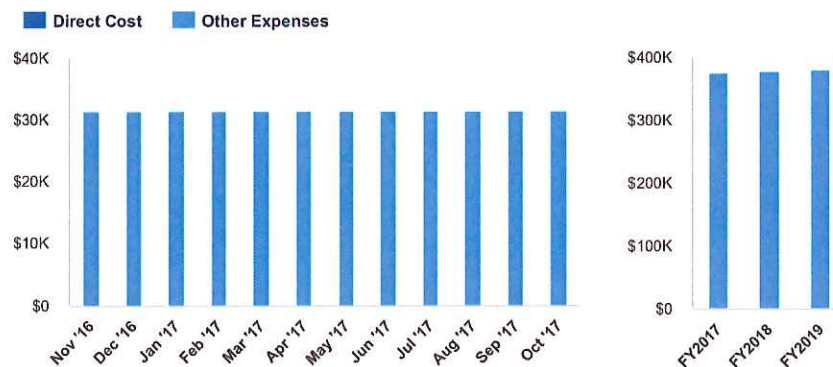
Financial Plan

Forecast

Key Assumptions

- 1 staff for every 40 individuals staying that the shelter
 - This can include a combination of direct-care, paid peer-support staff or security
- 5 staff that are made of combination of peer support and direct care staff
- 2 janitorial and maintenance staff
- Food costs assumes 100 meals per day at \$2.50 per meal. The other two meals will be donated.
- Assumes \$4000 in utilities monthly. Benchmark is Haven for Hope which is currently spending \$10,000/ month to serve 3 times as many people. This is a conservative placeholder until actuals come in.
- One Program Director with one peer support manager
- Most partner services will be funded by the partners or new funding.

Expenses



Funding

Start-up FF & E Needs:

- Mats and or beds

- Cafeteria Tables
- Shower Trailer(s)
- Portable Bathrooms with sinks and toilets
- Lockers to store personal belongings
- Furniture for offices and touch-down spaces
- Table and chairs for meeting room (s)
- Portable Laundry facilities
- Computers and printers
- Dog Kennels and crates

**Oregon Harbor of HOPE
PRELIMINARY BUDGET**

Personnel	Position	FTE	Rate	100- Year		100- 6 Months		200- Year		200- 6 Months		400		400	
				CLIENTS	CLIENTS	CLIENTS	CLIENTS	FTE	CLIENTS	CLIENTS	FTE	CLIENTS	CLIENTS		
	Facility Director	1.0	65,000.00	65,000.00	32,500.00	1.0	65,000.00	32,500.00	1.0	65,000.00	32,500.00				
	Administrative Assistant	0.5	\$13.00	13,520.00	6,760.00	0.8	20,280.00	10,140.00	1.0	27,040.00	13,520.00				
	Case Managers	2.0	\$16.00	66,560.00	33,280.00	3.0	99,840.00	49,920.00	4.0	135,120.00	66,560.00				
	Maintenance/ Janitorial	2.0	13.00	54,080.00	27,040.00	3.0	81,120.00	40,560.00	4.0	108,160.00	54,080.00				
	Direct Care Staff (including peers	10.0	\$13.00	270,400.00	135,200.00	17.0	459,680.00	229,840.00	26.0	703,040.00	351,520.00				
	Shift Leads	3.0	\$16.50	102,960.00	51,480.00	4.0	137,280.00	68,640.00	6.0	205,920.00	102,960.00				
	Sub-Total			572,520.00	286,260.00		863,200.00	431,600.00		1,242,280.00	621,140.00				
	Taxes and Benefits		25%	143,130.00	71,565.00		215,800.00	107,900.00		310,570.00	155,285.00				
	TOTAL PERSONNEL		18.5		715,650.00	357,825.00	28.75	1,079,000.00	539,500.00	42.00	1,552,850.00	776,425.00			
Paid Staff to Client Ratio		25/1				30/1			35/1						
Staff + Volunteers/ Client Ratio		20/1				25/1			30/1						
Operating	Comcast/Phone/Internet	monthly	500.00	6,000.00	3,000.00		6,000.00	3,000.00		9,000.00	4,500.00				
	Office Supplies	monthly	300.00	3,600.00	1,800.00		4,000.00	2,000.00		5,000.00	2,500.00				
	Laundry-Coin Meter	monthly	-	-	-		-	-		-	-				
	Food	monthly	9,000.00	108,000.00	54,000.00		162,000.00	81,000.00		324,000.00	162,000.00				
	Non-food supplies	monthly	1,500.00	18,000.00	9,000.00		36,000.00	18,000.00		72,000.00	36,000.00				
	Hygiene supplies	monthly	1,100.00	13,200.00	6,600.00		26,400.00	13,200.00		52,800.00	26,400.00				
	Janitorial/other Supplies	monthly	1,500.00	18,000.00	9,000.00		22,000.00	11,000.00		30,000.00	15,000.00				
	Site Repairs & Maintenance	monthly	3,000.00	36,000.00	18,000.00		45,000.00	22,500.00		50,000.00	25,000.00				
	Electric/gas	monthly	4,000.00		24,000.00	??		48,000.00	??		48,000.00				
	Garbage	monthly	500.00	6,000.00	3,000.00		9,500.00	4,750.00		12,000.00	6,000.00				
Administration	Insurance		450.00	5,400.00	2,700.00		6,000.00	3,000.00		7,000.00	3,500.00				
	Staff Training			5,000.00	2,500.00		6,000.00	3,000.00		7,000.00	3,500.00				
	Mileage		200.00	2,400.00	1,200.00		2,400.00	1,200.00		3,600.00	1,800.00				
	Client Services	monthly		15,000.00	7,500.00		30,000.00	15,000.00		45,000.00	22,500.00				
	Total Operating			236,600.00	118,300.00		355,300.00	225,650.00		617,400.00	356,700.00				
Projected Annual				999,862.50	499,931.25		1,570,558.50	837,839.25		2,376,423.75	1,240,771.88				
				47,612.50	23,806.25		136,258.50	72,689.25		206,173.75	107,646.88				

