



# **Project Turnkey 2020–2023**

## *Report to the Oregon Legislature*

**Oregon  
Community  
Foundation**

SUPPORTING NEIGHBORS IN NEED

# Project Turnkey: Executive Summary

Project Turnkey is an unprecedented investment in our shared future — **a swift, smart, statewide response** to the crises of 2020 that has turned underused or vacant real estate into **safe shelter and a fresh start** for thousands of unhoused Oregonians.

**In just over three years, this public-private initiative has delivered powerful returns on the state's investment:**

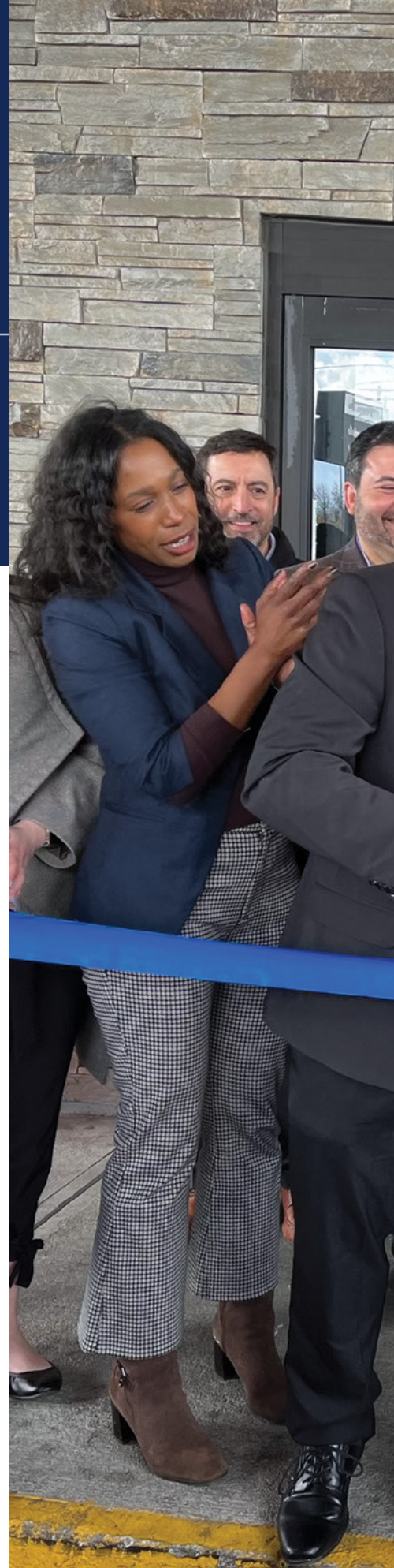
- More than **121,000 nights of refuge** and stabilizing services for over **2,000 adults and children**.<sup>1</sup>
- Locally owned assets designed to meet unique community needs in **27 cities and 18 counties**.
- A **cost-effective, equitable and replicable model** for short-term shelter and transitional housing that helps people navigate personal challenges and return to permanent housing.

## CASCADING CRISES

Before Project Turnkey's launch in 2020, state officials predicted a shortage of 10,000 shelter beds due to the impact of the wildfires and the COVID-19 pandemic. These crises and their cascading impacts on health, housing and employment unfolded amid Oregon's already deep deficit of affordable housing and emergency shelter.

In response, the public-private Project Turnkey partnership called on the Legislature to allocate grant funding for local governments and community-based organizations to buy available properties both in wildfire-affected regions and throughout the state.

These grants would allow local owner-operators to convert the motels into COVID-safe emergency shelters, with separate living quarters to prevent the virus from spreading and to provide guests with the necessary privacy and space to regroup, stabilize and move on to permanent housing.





**\$125M**

STATE INVESTMENT  
TO ACQUIRE SITES

**32**

PROJECT  
TURNKEY SITES

**27**

CITIES WITH  
TURNKEY SITES

**18**

COUNTIES WITH  
TURNKEY SITES

**1,382**

NEW HOUSING UNITS  
IN OREGON

**2,000+**

CHILDREN & ADULTS  
SERVED

**121,000**

NIGHTS OF REFUGE &  
SERVICES

**30%**

INCREASE IN  
SHELTER SUPPLY

**“The Project Turnkey model of providing shelter with on-site services in a noncongregate setting has proven to be a smart, cost-effective and dignified response to the homelessness crisis that continues to affect urban and rural communities throughout Oregon. While Project Turnkey alone cannot solve a crisis driven largely by our state’s lack of affordable housing, it has succeeded at empowering communities to provide thousands of our most vulnerable neighbors with the shelter and support they need to exit homelessness and stabilize their lives.”**

OREGON GOV. TINA KOTEK

The Legislature provided two rounds of investment in November 2020 and March 2022. Lawmakers named OCF as Project Turnkey’s administrator.

### EARLY DATA SHOWS PROMISE

OCF relied on guidance from a diverse statewide advisory committee to vet applicants and select grantees and also retained two expert real estate consultants who conducted due diligence to ensure properties were quality assets. As the state housing finance agency, Oregon Housing and Community Services (OHCS) provided key advice and support.

Today, there are 32 total Turnkey shelters in every region of Oregon—from Astoria to Ontario, Chiloquin to The Dalles. Early data analyzed by OHCS suggests that people who seek shelter at one of them are more likely to move on to permanent housing than those who use other kinds of shelters.

### ENHANCEMENTS INCREASE OPPORTUNITY

Both rounds of Project Turnkey (2020–2021 and 2022–2023) shared a swift, community-directed process. Local nonprofits, governments and tribes proposed projects. The resulting Turnkey sites stacked up favorably—in terms of cost and how quickly they opened to guests—against newly constructed affordable housing. Many Turnkey properties serve as emergency shelter as well as longer-term housing in communities with few such options.

Across all second-round sites, the average cost per unit remained under \$100,000. This compares to a pre-pandemic statewide average of \$226,000 per unit of affordable housing (according to a 2019 study prepared for OHCS)<sup>2</sup> and \$373,721 per unit for affordable apartments funded by Portland’s 2016 housing bond, from the city’s 2022 progress report.<sup>3</sup>

For Project Turnkey’s second round, state lawmakers made important enhancements that increased opportunities for rural towns and tribes to participate and resulted in an even more adaptable, equitable and replicable model for communities in Oregon and other states:

- Eligible property types expanded beyond motels and hotels to include vacant or underused schools, apartment complexes and other kinds of properties.
- The application window for grants widened to two months, giving applicants more time for community engagement, due diligence and operational planning.
- Additional technical assistance included key outreach to tribes during the application window and webinars for all applicants on community engagement strategies and other critical topics.

### PROTECTING OREGON’S INVESTMENT

The successes and lessons of Project Turnkey demonstrate a clear opportunity for Oregon to make a fundamental shift in how it responds to homelessness and housing instability. The state’s deep deficit of affordable housing and insufficient supply of emergency shelter cannot be overcome with one-and-done investments.

Instead, these persistent societal needs should be addressed similarly to other systems and services—like public safety and parks—that are essential to healthy, thriving communities.

Project Turnkey experience, oversight and insights from OCF and its partners suggest these next steps:

- 1 PROTECT OREGON’S INVESTMENT.** Project Turnkey operators are asking for sustained and predictable state funding. The Legislature can protect its strategic investment of \$125 million by providing Turnkey sites with adequate and consistent support.
- 2 ENSURE THAT STATE SUPPORT IS FLEXIBLE,** with few restrictions. Dollars that come with fewer strings attached allow local operators to tailor their Turnkey properties to the most vulnerable groups in their communities and serve their needs in a way that the broader community will embrace.

- 3 SUPPORT AND ENCOURAGE STATE AGENCIES** to share data and coordinate service delivery with Project Turnkey properties and other shelter providers. Stronger partnerships and coordination could help people recover, stabilize and move on to permanent housing more quickly.
- 4 ADOPT THE PROJECT TURNKEY MODEL** for future state investments in shelter infrastructure. Early data and the experiences of Turnkey operators show that the combination of private living quarters with on-site services helps people stabilize and return to permanent housing.
- 5 ENCOURAGE MORE PUBLIC-PRIVATE PARTNERSHIPS** to tackle other segments of the housing continuum. Project Turnkey succeeded because Oregon's public, private and civic sectors worked together with urgency. In any public challenge that Oregon faces, Project Turnkey should serve as both an example and roadmap for how to get along and get big things done.

As OCF concludes its role as Project Turnkey's convener and fiscal agent, the Foundation's efforts to address Oregon's housing needs will continue in such areas as:

- Unlocking flexible capital for predevelopment of affordable housing.
- Encouraging the creation of more workforce housing.
- Exploring innovative off-site production technologies, such as modular housing and mass timber, a building product made from compressed layers of wood.

"Project Turnkey demonstrates how we can take on complex housing challenges and create sustainable solutions through collaboration and innovation," says OCF President and CEO Lisa Mensah. "By nurturing trusted relationships with community partners throughout Oregon and investing strategically, we helped deliver critical support for our neighbors in need." ■

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**LISA MENSAH**  
OCF PRESIDENT & CEO



**ABOVE** Peace at Home, Douglas County.

# “It Was a Tsunami-Type Shift”

*The second round of Project Turnkey opened in June 2022, spurred by the success of Turnkey 2020–2021 and amid ongoing housing needs that had been building for decades in Oregon communities.*

The original initiative launched as twin crises roiled the state and displaced thousands of residents in 2020: the pandemic, in which the rapidly circulating COVID-19 virus made it unsafe and potentially deadly for houseless Oregonians to shelter in traditional group settings; and devastating wildfires that destroyed more than 4,000<sup>4</sup> homes on the coast and in Southern Oregon and the Willamette Valley. In response, a public-private partnership of Oregonians emerged with a strategic plan.

The Project Turnkey partnership called on the Legislature to allocate grant funding for city and county governments and community-based organizations to buy available motels and convert them into emergency shelters. With separate units for guests, the new facilities would be an intentional departure from the traditional congregate shelter model—communal rooms with many beds or mats on a floor. In contrast, each Turnkey site would be tailored by its local operator to match the unique needs and most vulnerable groups in their community, with on-site, culturally specific services to help adults and families stabilize their lives.

“We were at a distinct moment in time,” recalls state Rep. Pam Marsh of Ashland, an early champion. “It was a tsunami-type shift that happened because we saw the need; we had local governments looking for solutions and wanting to be able to step up; and because of the pandemic, we had a number of hotels that were on the market that we thought we could access for a creative use of brick and mortar that was already on the ground.”

Lawmakers ultimately authorized \$75 million for the first round of Turnkey grants. OCF served as the administrator, with guidance from





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**REP. PAM MARSH OF ASHLAND**

**LEFT** Urban League of Portland.

a diverse statewide advisory committee. As the state's housing finance agency, Oregon Housing and Community Services (OHCS) provided advice and support for OCF.

In seven months (Nov. 2020–June 2021), Project Turnkey created 19 new shelters in urban and rural communities around the state. Although not a comprehensive solution to Oregon's challenges, the partnership took an important step toward filling a statewide deficit of affordable housing and emergency shelter that began long before 2020.

### A CRISIS ROOTED IN LACK OF HOUSING

Homelessness is a housing problem, according to the title of a 2022 book by Gregg Colburn, a housing expert at the University of Washington, and Clayton Aldern, a Seattle-based data scientist and policy analyst. While factors including poverty, mental illness and addiction increase one's risk of homelessness, their examination of nationwide data suggests that access to housing matters more. Their research shows that the principal driver of high rates of homelessness is a tight housing market—higher rents and lower rental vacancy rates.<sup>5</sup>

In Oregon and along the West Coast, such conditions stem from a housing supply that hasn't kept up with population growth in cities and counties. Oregon has a current shortage of almost 140,000 homes and needs to build 36,000 housing units each year for a decade to keep pace with demand, according to a state housing needs analysis by OHCS and ECONorthwest.<sup>6</sup>

Housing that's affordable for people with lower incomes is particularly scarce. No state in the country has an adequate supply of affordable rental housing for its lowest income renters—those at or below 30% of area median income (AMI)—according to a March 2023 report by the National Low Income Housing Coalition. In Oregon, only 23 affordable rental homes are available for every 100 extremely low-income renter households, compared to 98 homes for every 100 middle-income households (81% to 100% AMI).

### INADEQUATE SHELTER TO HELP PEOPLE STABILIZE

When a job loss, rent increase or personal crisis causes someone in Oregon to lose their housing, they are likely to face another deficit: insufficient emergency shelter in their communities. Shelters that follow the Turnkey model—private living quarters with on-site services that help people stabilize and get back into permanent housing—are even rarer.

Before the launch of Project Turnkey's inaugural round in 2020, state officials predicted a shortage of 10,000 shelter beds in Oregon due to the impact of the wildfires and the pandemic.<sup>7</sup>

"We're on the very bottom of the states in terms of our ratio of shelter beds to people experiencing unsheltered homelessness," Mike Savara, then-assistant director of homeless services at OHCS, said.

The origins of Oregon's shelter deficit go back to the early 1940s, when the federal government first began to provide competitive funds to establish shelter infrastructure, says Megan Loeb, OCF's senior program officer for economic vitality and housing.

Because East Coast states and some in the Midwest had a robust, established network of nonprofit organizations and philanthropists, they were poised and ready to capture much of the federal spending. In contrast, the West Coast was less prepared to compete for shelter infrastructure, Loeb says.

In the 1990s, the federal government began using formula allocations to invest in shelter in an attempt to distribute resources more equitably. But the East Coast had a decades-long running start, leaving Oregon and other western states in an impossible game of catch-up. In the decades since, Oregon has largely left the task of funding emergency shelter and next-step transitional housing to local governments (cities and counties) and community-based nonprofit organizations.

Today, Oregon has the nation's second-highest rate of unsheltered homelessness, behind California, according to the U.S. Department of Housing and



Urban Development (HUD). Over 20,000 people are homeless in Oregon, enough to fill the 17,000-seat Pendleton Round-Up Stadium and then some. Of those, 64.6% are unsheltered, meaning they spend their nights on the streets or in vehicles, parks and other places not meant for sleeping.<sup>8</sup>

“What we’ve been doing,” Loeb says, “has not been enough.”

#### COMMUNITIES HUNGRY FOR HELP

By 2022, all of the first 19 Project Turnkey sites were up and running. Together, they provided 865 new units of shelter in 13 Oregon counties, boosting the state’s supply by 20%.

Meanwhile, the number of Oregonians who experienced homelessness on any given night continued to climb. Oregon’s homeless population of nearly 20,000 people (December 2022) represented a 23% increase from two years earlier, according to HUD.

The grim scenario was shaped by factors recent and historic: lingering economic impacts of the pandemic and wildfires, as well as the lack of affordable housing and shelter that deepened over decades. The visibility of the crisis, long associated

only with Portland and other cities, had extended to small towns and rural areas, too.

“I’ve been here my whole entire life,” says Kristy Rodriguez, executive director of Housing Authority of Malheur & Harney County, based in Ontario on Oregon’s eastern border. “And I can tell you that in the last couple years, we’re seeing more homeless folks in the street than what we saw pre-COVID.”

With every region of the state hungering for sustained help to address homelessness, the Project Turnkey partnership returned to the Legislature. In March 2022, lawmakers allocated \$50 million for a second round of grants.

“As a statewide community foundation, we see the ripple effects from the housing crisis in communities throughout Oregon,” Loeb said at the time. “Project Turnkey is one important strategy to deliver both near-term and long-term stable housing to our most vulnerable neighbors in need.”

Building on the lessons and successes of its first round, Project Turnkey would take on new dimensions in 2022 and 2023. Fueled by the new infusion of state funding, the initiative would adjust and expand to meet the unique needs of additional communities around the state. ■

# Turnkey Results

*When a family or individual enters a Turnkey shelter, they experience something uncommon. Turnkey sites share a strategic, transformative model that provides dignity, privacy and supportive services that enable people to decompress, plan and move forward.*

“Our goal is to ease the trauma, provide our occupants with lodging, help them stabilize and breathe,” says Sheila Stiley, executive director of Northwest Coastal Housing, which received Turnkey grants in 2021 and 2023 to convert underoccupied hotels into shelters in Lincoln City and Newport.

The Oregon Legislature invested a total of \$125 million in both rounds of Project Turnkey. This investment has increased Oregon’s year-round shelter supply by 30% in three years.

The initial round (2020–21) produced 19 new shelters in communities throughout Oregon. From 2022 to 2023, the second round added 13 shelters to that tally, providing 517 additional housing units to shelter Oregonians in 11 counties.

Today, there are 32 total Turnkey shelters in 18 counties in every region of the state—from Clatsop to Klamath, Multnomah to Malheur. Early data analyzed by OHCS suggests that people who seek shelter at one of them are more likely to move on to permanent housing than those who use other kinds of shelters. (For more details, see *Shelter & Stability*, page 38.)

“The Project Turnkey model of providing shelter with on-site services in a noncongregate setting has proven to be a smart, cost-effective and dignified response to the homelessness crisis that continues to affect urban and rural communities throughout Oregon,” says Oregon Gov. Tina Kotek.

“While Project Turnkey alone cannot solve a crisis driven largely by our state’s lack of affordable housing, it has succeeded at empowering





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**LEFT** Family Promise of Tualatin Valley.

**“We wanted to make sure resources were shared equitably across the state, even if that meant that in rural areas, we were paying more per square foot than in the Portland metro region. You don’t want to spend more than you should, but it’s harder to develop and redesign in Eastern Oregon than it is in the metro area, just because of services and resources. Yes, the dollar per square foot matters. But it also matters that we acknowledge that there’s a crisis happening outside of the Portland metro and I-5 corridor.”**

**PATTY MULVIHILL**

PROJECT TURNKEY COMMUNITY ADVISORY COMMITTEE MEMBER; EXECUTIVE DIRECTOR, LEAGUE OF OREGON CITIES

**ABOVE RIGHT** Viviana Matthews, executive director, Clatsop Community Action; Chris Martin, Clatsop County facilities supervisor; Monica Steele, assistant county manager.



communities to provide thousands of our most vulnerable neighbors with the shelter and support they need to exit homelessness and stabilize their lives.”

**QUICK, COST-EFFECTIVE & COMMUNITY-LED**

The 13 sites created during the second round of Project Turnkey share key attributes with their predecessors:

- **FAST IMPACT** From application to grant award to property acquisition, the projects moved swiftly. By July 2023, plans were well underway for 517 new units of shelter, in line with the Turnkey goal of adding new emergency housing for Oregonians as rapidly as possible.
- **COST-EFFECTIVE** Turnkey properties — many of which serve as noncongregate emergency shelter as well as longer-term housing in communities with few such options — continue to stack up favorably against newly constructed affordable housing. The second round saw greater emphasis on making grants accessible to rural areas, and more variety in property types resulted in a wider range of per-unit costs across properties
- **COMMUNITY-LED** Community-based organizations, local governments and tribes proposed projects for consideration. A community

compared to the first cohort. Yet, across all second-round sites, the average cost per unit remained under \$100,000. This compares to a pre-pandemic statewide average of \$226,000 per unit (according to a 2019 study prepared for OHCS)<sup>9</sup> and \$373,721 per unit for affordable apartments funded by Portland's 2016 housing bond, from the city's 2022 progress report.<sup>10</sup>

#### CHANGE FOR THE BETTER

Although Turnkey sites created in both rounds of the initiative share key attributes, state lawmakers made important enhancements that resulted in an even more adaptable, equitable and replicable model for communities in Oregon and other states.

- **FLEXIBILITY** to align property types and length of stay to community needs. Eligibility expanded beyond motels and hotels to include other property types. This increased opportunities for rural and other communities that didn't have idle motels but *did* have other buildings ripe for shelter conversions, including unused or underused schools, houses, duplexes and triplexes, commercial buildings, and apartment complexes. For some, new flexibility meant the ability to provide longer-term temporary housing (usually three to six months) as well as emergency shelter. This

proved especially important in smaller towns, tribal communities and other areas lacking similar resources.

- **A MORE EQUITABLE PROCESS**

Project Turnkey was created in 2020 to rapidly produce shelter units amid the pandemic and wildfires that displaced thousands of Oregonians. That need for speed resulted in a short grant application window. Some applicants, including rural and tribal communities, said they did not have enough time to connect with their communities about the projects, attract partners, build support and put together a successful application. Legislation authorizing additional Turnkey funding allowed OCF to extend the application window from two weeks to two months, giving applicants more time for community engagement, due diligence and operational planning.

- **ADDITIONAL TECHNICAL**

**ASSISTANCE** for all grantees. Although applicants were required to demonstrate their experience and ability as housing providers, many grantees were new to the process of purchasing and converting a property or operating a shelter. Assistance from staff at OHCS and OCF provided key outreach to tribes during the application process and beyond. Using OCF grant funding in

addition to Turnkey dollars, OCF staff hosted webinars for all applicants on community engagement strategies and operational planning, with guest speakers who included original Turnkey operators and officials from the Fair Housing Council of Oregon. ■

**“Turnkey has always been about responding to community needs. The increased flexibility in the second round—including property types beyond hotels and motels and a deliberate timeline—has allowed a variety of organizations to put state funding to good use and add to local shelter capacity in a way that fits each of their communities.”**

**MEGAN LOEB**

OCF SENIOR PROGRAM OFFICER, ECONOMIC VITALITY & HOUSING

# In their own words

## What Project Turnkey means for Oregon communities

While Turnkey 2020–2023 sites have much in common, no two are identical. Each is designed by local owners and operators to serve their community's specific needs and most vulnerable members. Families with children, including survivors of domestic violence. Latinx and tribal community members. Wildfire survivors. Veterans. People struggling with drug and alcohol addictions. Black women leaving incarceration. College students. People experiencing chronic homelessness, including many who are medically fragile.

Turnkey operators explained the powerful impact of new shelters in their parts of Oregon.

**"This funding will open additional doors to provide affordable, stable housing to South Coast youth and families. We can't thank Project Turnkey enough. These additional units will provide youth with a stepping stone between emergency shelter and longer-term housing as they move toward independence."**



**SCOTT COOPER**, executive director of Alternative Youth Activities (AYA), which serves at-risk and in-need youth in Coos County. AYA received a \$1.03 million grant to acquire and renovate a wing of the Old Charleston School in Coos Bay into nine units of shelter and temporary housing for youth and families.



**"We have seen our Tribal members struggle with behavioral health issues and the housing instability that can come from it. Fortunately, through Grand Ronde's partnership with OCF and Project Turnkey, we can now begin to expand housing opportunities to our most vulnerable Tribal members. With their generous (\$1.6M Turnkey 2.0) grant, we have acquired two properties that will allow us to increase vital services such as reunification and transitional housing to those when they need it the most. Through stable housing, we aim to improve their health, address food insecurity and provide safety—making us all stronger."**

**KELLY ROWE**, executive director, health services, Confederated Tribes of the Grand Ronde



“Urban League of Portland is excited to serve our community members resuming daily life after incarceration because we know these transitions can be quite the journey. We can’t imagine a better way to assist them than wrapping our arms around our mothers, sisters and daughters and supporting their lives’ new chapters. Women will be supported with holistic programming that helps them stabilize, including help getting their documents back in order, preparing for housing, securing stable income, resuming regular health care and meeting their exit requirements.”

**KATRINA HOLLAND**, strategic engagement officer and interim director of housing programs, Urban League of Portland, which received a Turnkey 2.0 grant of almost \$2.7 million to acquire a multifamily complex to provide transitional housing for 10 women exiting incarceration.

“Families are a rapidly growing segment of the unhoused in our community, with hundreds on the waitlist for shelter at any given time. Our new building called ‘A Bridge to Home’ offers adjoining rooms to accommodate larger families, allowing room for studies and nap times. The building not only allows us to meet the basic needs of food, shelter and clothing for program guests but will also allow us to co-locate many supportive services. These include mental and physical health providers, good tenancy and budgeting training, and volunteer-supported programming such as preschool reading hours, parenting education and nutrition counseling. We are so very appreciative of the outstanding efforts of OCF and Project Turnkey teams who have assisted us in this purchase.”

**ROSE MONEY**, executive director, Family Promise of Tualatin Valley, which received a grant of \$10.2 million, plus additional financial support from Washington County and the city of Tigard, to purchase and renovate the former Tigard Quality Inn into dignified shelter for families in need.



“Student homelessness is an epidemic in Oregon and across the country, but currently, few solutions exist to address the problem. Our partnership with OCF and Project Turnkey has created an innovative new housing model that will have a life-changing impact on college students for years to come.”

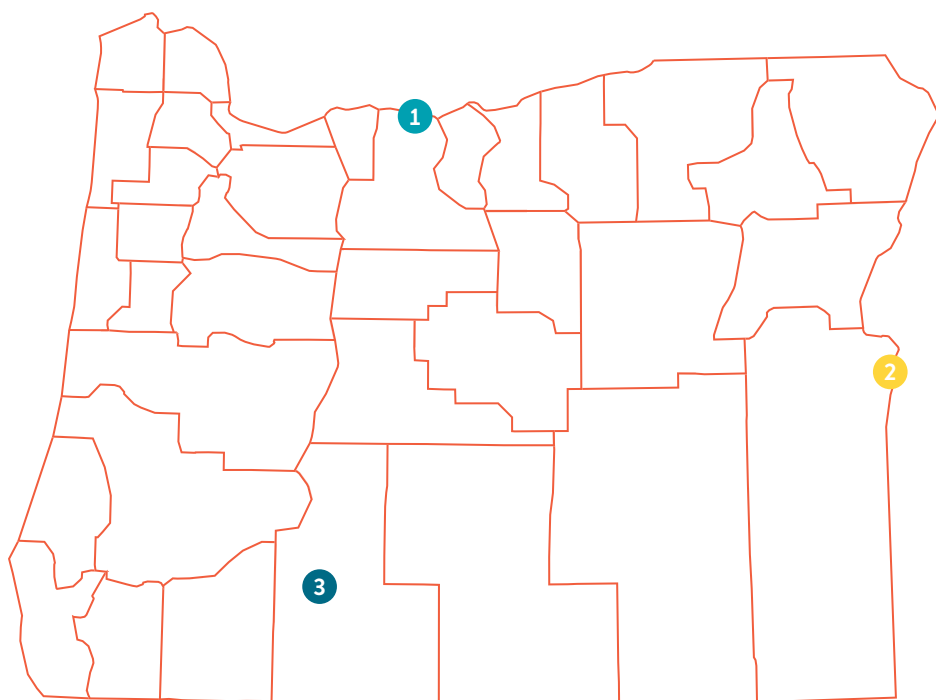
**RYAN STURLEY**, director of real estate and development, College Housing Northwest, which received nearly \$6.6 million to acquire and renovate the Ponderosa Inn in Gresham to provide rent-free and rent-subsidized housing for 74 college students.



# Lessons Learned

*OCF and its partners learned critical lessons during the first round of Project Turnkey, which informed and improved the experiences of 2022–2023 grantees. In turn, these newest Turnkey operators took on challenges old and new with creativity and persistence.*

- 1** Partners persist to create Oregon's first permanent shelter in The Gorge—page 16
- 2** New flexibility results in rural Malheur County's first transitional housing—page 20
- 3** Klamath Tribes create Oregon's first Tribal Turnkey—page 24





**“You see the intense sense of identity as a community that people have in this space, even some of the folks who haven’t been there very long. They really feel like these are their people and they look out for one another.”**

**PROJECT TURNKEY GRANTEE**

**“Purchasing the former Melita’s Motel property is only the beginning of a much larger effort by the Klamath Tribes to ensure all of our members have warm, dry places to sleep. American Indians continue to suffer the highest poverty rates among all Americans. One in 4 of us live below the federal poverty rate, and we know the chance to fall into those ranks increases as we grow older. In our Klamath, Modoc, Yahooskin cultures, elders are our most important teachers. They are how we know who we are. Thus, Tribal elders who are without or in danger of being without shelter will be our priority for this newly acquired Tribal property. Mo sepk’eec’a (much thanks) to OCF for being such good partners through the acquisition process.”**

**CLAYTON DUMONT**  
CHAIRMAN, KLAMATH TRIBES

**LEFT** Clayton Dumont and Randee Sheppard of Klamath Tribes meet with a worker (right) at the Turnkey site in Chiloquin.

# Partners persist to create Oregon's first permanent shelter in the Gorge

*Community coalition in The Dalles overcomes negative narratives about homelessness*

The news in March 2023 that a local nonprofit would use a \$4.2 million Project Turnkey grant to convert a run-down hotel in downtown The Dalles into a homeless shelter struck the community like a match to dynamite.

“It just blew up,” recalls Kenny LaPoint, executive director of Mid-Columbia Community Action Council (MCCAC), which serves low-income people in Hood River, Sherman and Wasco counties.

A local bar hosted an anti-shelter rally. At a town hall meeting, critics compared LaPoint to the Bhagwan Shree Rajneesh, whose followers took over The Dalles in the 1980s, and worried aloud that shelter guests would do the same. Shelter-related posts on a Facebook page dedicated to “Dalles happenings” grew so incendiary that Facebook temporarily shut it down.

The early flashpoint has today become a freshly painted gem of downtown. Called The Annex, it

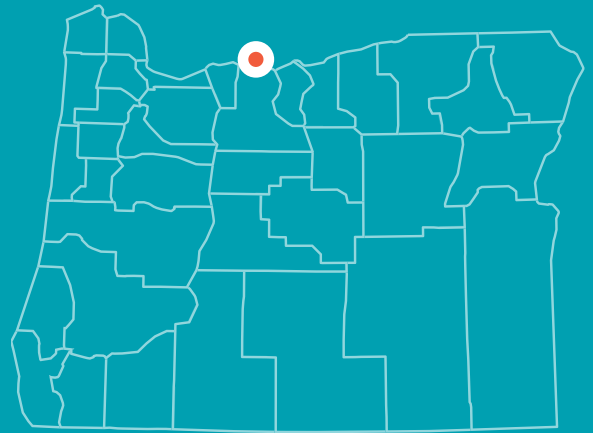
is the only permanent location providing emergency shelter and temporary housing in three counties and the region's first shelter to serve families with children.

How did The Dalles do it, while in other communities, Turnkey proponents who faced similar opposition could not?

“Where you have negative energy, there has to be positive energy on the other side that's equal to that, because that's how energy works. And we had greater energy on the positive side for us,” LaPoint says.

That positive energy came from strong, collaborative relationships — established long before the Turnkey opportunity — between MCCAC and other community leaders and organizations. For example, law enforcement officials were aware of MCCAC's success at helping people move off the streets into permanent housing, even before The Annex opened. When the new shelter needed support, Wasco





County Sheriff Lane Magill emerged as one of its biggest champions, LaPoint says.

Neighbors, churches and businesses *spoke up* and *showed up* for the shelter, too. Employees from Google's data center, Providence Hood River Memorial Hospital, PacificSource Health Plans, Avangrid Renewables, Kari's Top Notch Cleaning, Wines on Second, and Saldivar Insurance volunteered to clean rooms and assemble furniture. Dirt Hugger donated all the soil for the landscaping.

These days, LaPoint hears fewer complaints—although a few critics now say the shelter is too nice for its purpose. LaPoint says it's just what people need to stabilize and get on with their lives.

"It all goes back to: We need to have higher expectations. Higher expectations for people and higher expectations for how we provide the shelter that people need." ■

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**LEFT** Community volunteers cleaned, landscaped and assembled furniture to ready The Annex in The Dalles.



## The Need

- 282 people are homeless in Hood River, Sherman and Wasco counties; 68% are unsheltered, says LaPoint, citing preliminary 2023 Point-in-Time count data.
- They include many seniors, kids and teens, veterans, and people who report having a substance use disorder, mental illness or both.
- Before The Annex, the only year-round shelter on Oregon's side of the Gorge was a collection of 18 microhomes (64 square feet) that shared a restroom/shower trailer, located on a gravel lot that iced over in the winter.

## The Response

- Of The Annex's 54 units, 15 are in a dedicated wing for families and survivors of domestic violence.
- Another 30+ units serve couples and individuals, with some set aside for clients of project partners Oregon Human Development Corp. (serving farmworkers) and Nch'i Wana Housing (Native community members).
- Guests receive help to address behavioral and physical health and, ideally, to secure permanent housing within six months.
- Other on-site services include culturally responsive case management, Oregon Health Plan and food stamps enrollment, respite medical care, jail diversion and employment resources.
- The site includes community laundry rooms, a food pantry and a computer lab.



**“I don’t think there’s any city that was not receptive to a Project Turnkey property, in concept. Where I think pushback can come is when a city doesn’t feel like they were brought into the process in advance. In The Dalles, there was a lot of community discontent. But because the city and county officials knew who the primary providers were going to be — knew of their successful work, knew how they were going to run this program and how any concerns were going to be addressed — they were able to carry Project Turnkey’s water back to the residents.”**

**PATTY MULVIHILL**

EXECUTIVE DIRECTOR, LEAGUE OF OREGON CITIES



# New flexibility results in rural Malheur County's first transitional housing

*Expanding beyond motels allows more communities to meet their unique needs*

When housing advocates in rural Ontario wanted the city's approval to create a Project Turnkey-funded shelter in this Eastern Oregon community, they knew exactly what not to do.

Earlier, a different group's Turnkey attempt had failed largely because city leaders didn't like its plan to convert a hotel in a high-profile commercial area into transitional housing.

The second time around, "we wanted a yes instead of a no," recalls Kristy Rodriguez, executive director of the Housing Authority of Malheur & Harney County.

Rodriguez worked with Ontario-based Community in Action to find an underused apartment complex 2 miles northwest of the commercial core but still close to important amenities including a bus line, a medical clinic, and Oregon Human Development Corporation, which serves farmworkers.

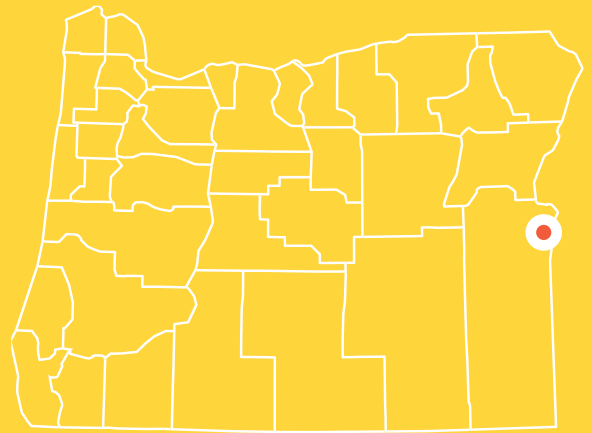
The apartment complex was newly eligible for a Turnkey conversion because Oregon lawmakers had added extra flexibility to the initiative after its first round.

This change was a solution for rural communities like Ontario that either didn't have hotels they wanted to convert, or any hotels at all. But they did have vacant or underused schools, houses and duplexes, as well as unhoused community members in need of a safe place to stay.

The property-type shift got Rodriguez a yes from the city and a \$4.06 million Turnkey grant to convert the 17-unit apartment complex into Malheur County's first transitional housing.

There have always been unsheltered people in Ontario, but the number grew visibly during the pandemic, Rodriguez says. People living in tents, campers and RVs are scattered throughout the city.





This new housing is set to open with a full slate of tenants in early 2024, and there's already a waitlist.

Most of the people Rodriguez encounters don't have severe addiction or mental health challenges, she says, despite the stereotypes often attached to homeless people in her hometown.

"They're just tired and they are down on their luck. They just really need that second chance, that opportunity to believe that life can be better." ■

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**LEFT** Housing Authority of Malheur & Harney County converted a 17-unit apartment building into Malheur County's first transitional housing.



## The Need

- 336 people are homeless in Malheur County (pop. 31, 879), Rodriguez says, citing preliminary 2023 Point-in-Time count data.
- Apart from this new Turnkey property, shelter and temporary housing are in short supply.
- In Ontario, the largest city, a 15-unit warming shelter is open in winter only; otherwise, people are allowed to pitch tents on a bare plot of city-owned land designated for that purpose.

## The Response

- At Malheur Project Turnkey, tenants will receive support to help them stabilize and move to permanent housing, including help to find housing and address behavioral and physical health.
- 17 two-bedroom units have kitchens, bathrooms and basic furnishings (beds, dressers, couches).
- The site includes a laundry room, office space for service providers, and a 24/7 property monitor.
- Tenants will join the waitlist for Section 8 housing vouchers when they enter the shelter; the goal is that after six months, they will move off the waitlist and into subsidized rental housing, freeing up a unit for others.



**“I feel a lot more hopeful now than when we were barely starting to try and figure out Project Turnkey. I always felt like it was all put on our shoulders — on Community in Action’s shoulders and the Housing Authority’s shoulders — to figure out homelessness on our own. I really don’t feel like we’re on our own anymore.”**

**KRISTY RODRIGUEZ**, executive director of the Housing Authority of Malheur & Harney County, on the progress made in 2023 by a local planning group of elected officials and agency leaders from both counties to respond to homelessness in the region.



# Klamath Tribes create Oregon's first Tribal Turnkey

*More time and outreach widens access for rural and Tribal communities*

Among the most important lessons of Project Turnkey's initial round was that many communities needed more time and technical assistance to successfully apply for the funds.

As a result, OCF and the state housing finance agency, Oregon Housing and Community Services (OHCS), introduced more deliberative, culturally responsive efforts to encourage and support grant applications from rural and tribal communities.

The opportunity arrived at a critical time for the Klamath Tribes, one of nine federally recognized tribes in Oregon, whose reservation consists of land in and near tiny Chiloquin (pop. 767) and the larger town of Klamath Falls.

Homelessness among Klamath Tribes members "is not a problem. It's a crisis," says Kenneth Ruthardt, the Tribes' housing director, whose department manages a small group shelter, 90 homes and a rental voucher program.

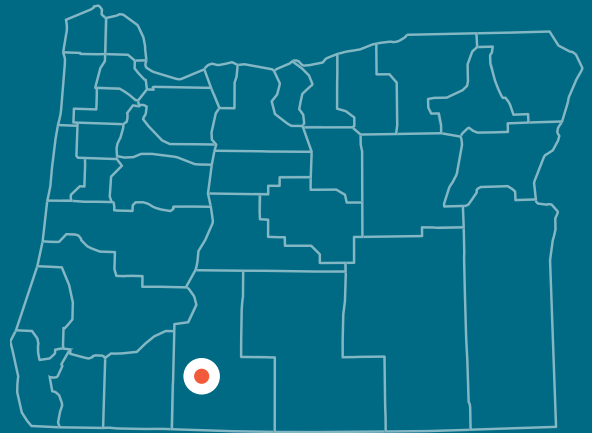
"There's not enough housing to go around. And it's all very expensive," says Ruthardt, who is Mescalero Apache and recently relocated from New Mexico to Chiloquin. "When I moved here, I was in a hotel for three months because I couldn't find a place."

OHCS officials with trusted relationships with tribes around the state worked with OCF to provide a webinar and funding to help tribes with the application process.

The housing agency's understanding of tribal leadership and protocols for major projects like Turnkey led to a timeline extension that allowed more tribes to participate. Two Tribes—Klamath Tribes and, later, the Confederated Tribes of the Grand Ronde—received Turnkey grants.

With their \$2.3 million grant, the Klamath Tribes are transforming Melita's Hotel and RV Park, a one-time community hub on U.S. Highway 97 in Chiloquin, into a





one-stop shop for elders in need of shelter and housing.

The model capitalizes on the Tribes' unique capacity to deliver holistic, culturally specific support to Tribal members in an area with otherwise limited social services.

Set to open in spring 2024, the new facility will come as sweet relief to the unhoused elders whom the Klamath Tribes are focused on helping—including some in their 80s who are “living in the woods or couch surfing,” Ruthardt says.

“I’m really excited about what this property can be,” he adds. “It’s going to transform people’s lives.” ■

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**LEFT** Klamath Tribes are transforming the former Melita’s Hotel & RV Park into shelter and housing for Tribal elders. Top left photo by Ken Smith, *Klamath Tribes News*.



## The Need

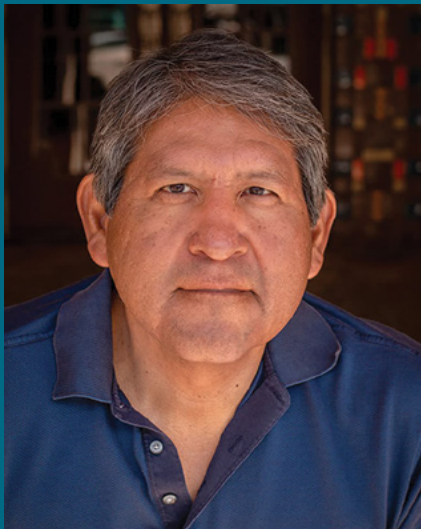
- 289 Tribal members who live in and around Chiloquin and Klamath Falls are without permanent shelter and on a waitlist for housing, says Ruthardt, citing December 2023 data.
- More than 40 of those are Tribal elders, ages 60 to 83.
- It's difficult to get new housing of any kind built in remote, rural Chiloquin — especially affordable rental housing.

## The Response

- A former 14-unit motel, restaurant and RV park will be transformed into shelter, housing and an on-site service center for Tribal elders and will also serve as a community gathering place.
- Services provided by Tribal departments and other local agencies will include elder care and activities, medical services, employment referrals and transportation for elders without cars.
- Plans call for the property to eventually house up to 34 elders, with the addition of tiny homes to the former RV park and several modular housing units.

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**ABOVE** Klamath Tribes Tribal Council and Housing Department Office Manager (L-R): Roberta Frost (secretary), Randee Sheppard (office manager), Brandi Hatcher (treasurer) and Clayton Dumont (chairman).



**“As human beings, we’re not designed to be by ourselves. And especially the older generation, they need a place to have community. That’s what they want — to have their own space but live closer together. These are people that have known each other all their lives; they grew up with each other. This will give them a nice place to live where they’re happy, where they can have community events. And when they need somebody, somebody is there to help them.”**

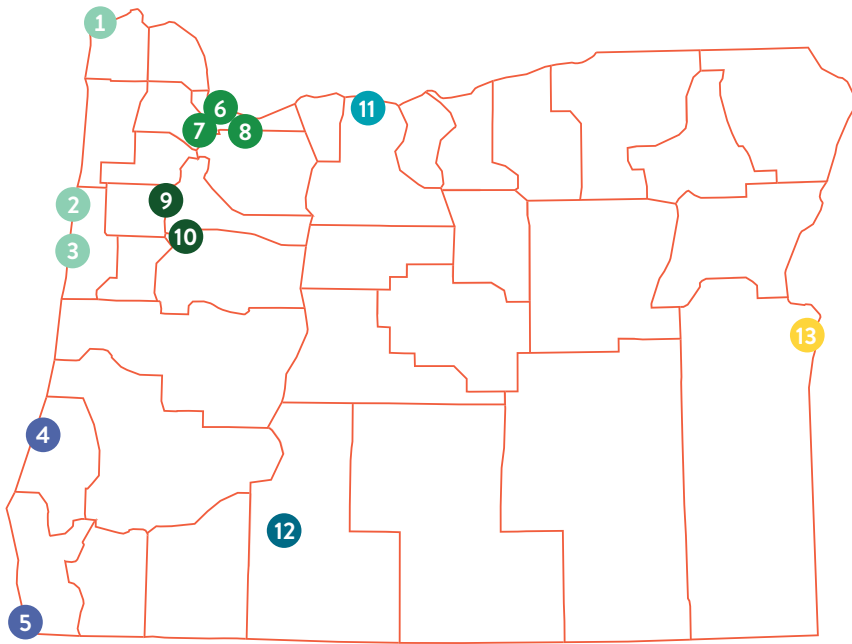
**KENNETH RUTHARDT**

MESCALERO APACHE, HOUSING DIRECTOR. KLAMATH TRIBES



# Site Snapshots

*The second round of Project Turnkey funded the acquisition and renovation of 13 additional properties in urban, rural and tribal communities across the state, providing 517 new housing units that will shelter unhoused Oregonians in 11 counties.*



**PLEASE NOTE** Additional funds held back for completion of renovation and repairs are not included in the grant totals provided in this report, as work was still underway at the time of publication.

**ABOVE** Project Turnkey sites established between 2022 and 2023. A key to the numbered sites appears on the facing page.

**RIGHT** The Annex, Oregon's first permanent shelter in the Columbia Gorge. Photo courtesy of Mid-Columbia Community Action Agency.





“We had a family coming to shelter; Mom and her sons were sleeping under a tree somewhere. People come in just to feel safe, even if it’s just respite they can get, and to have that opportunity to have people help navigate their life back on track. Sometimes you get so far off track, you just need someone to believe in you enough to get you back on track.”

#### PROJECT TURNKEY GRANTEE

##### NORTH COAST

- 1 **ASTORIA**  
CLATSOP COMMUNITY ACTION | 22 UNITS
- 2 **LINCOLN CITY**  
HELPING HANDS OUTREACH & REENTRY | 69 UNITS
- 3 **NEWPORT**  
NORTHWEST COASTAL HOUSING | 48 UNITS

##### SOUTH COAST

- 4 **COOS BAY**  
ALTERNATIVE YOUTH ACTIVITIES | 9 UNITS
- 5 **BROOKINGS**  
BROOKINGS CORE RESPONSE | 5 UNITS

##### METRO PORTLAND

- 6 **PORTLAND**  
URBAN LEAGUE OF PORTLAND | 7 UNITS
- 7 **TIGARD**  
FAMILY PROMISE OF TUALATIN VALLEY | 115 UNITS
- 8 **GRESHAM**  
COLLEGE HOUSING NORTHWEST | 74 UNITS

##### NORTHERN WILLAMETTE VALLEY

- 9 **GRANDE RONDE & WILLAMINA**  
CONFEDERATED TRIBES OF GRANDE RONDE | 9 UNITS
- 10 **SALEM**  
MID-VALLEY WILLAMETTE COMMUNITY ACTION AGENCY (MVWCAA) | 74 UNITS

##### CENTRAL OREGON

- 11 **THE DALLES**  
MVWCAA | 54 UNITS

##### SOUTHERN OREGON

- 12 **CHILOQUIN**  
KLAMATH TRIBES | 14 UNITS

##### EASTERN OREGON

- 13 **ONTARIO**  
HOUSING AUTHORITY OF MALHEUR & HARNEY COUNTY | 17 UNITS

# Astoria



“Since 2015, Clatsop County has experienced the highest rate of homelessness in the state,” says Clatsop County Board Chair Mark Kujala. Using state funds and partnering locally with **Clatsop Community Action**, a service organization dedicated to survivors of domestic violence, Clatsop County now has a new option for shelter and transitional housing. Designed to fill a shelter gap and meet the needs of particularly vulnerable populations—including for wraparound services—the **Columbia Inn** serves families, survivors of domestic violence, LGBTQIA+ people, people with disabilities, and those struggling with mental illness.



**GRANTEE** Clatsop County.

**GRANT AWARD** \$2.8 million.

**HOUSING UNITS** 22.

**FOCUS** Vulnerable houseless populations including families, survivors of domestic violence, LGBTQIA+, people with disabilities and those struggling with mental illness.

**GRANT ANNOUNCED** March 13, 2023.

**OPENING DATE** October 16, 2023.

# Coos Bay



Centered around the **Old Charleston School**, **Alternative Youth Activities (AYA)** provides holistic support for at-risk and in-need youth by connecting them to education, career services, social supports, case management, and housing. State funds allowed AYA to completely purchase the school and convert one wing into nine units of temporary shelter and housing for youth and their families. These units will provide a stepping stone from emergency shelter into longer-term housing and will fill a local gap in shelter services in an area with very limited opportunities overall, especially for youth.



**GRANTEE** Alternative Youth Activities.

**GRANT AWARD** \$1.03 million.

**HOUSING UNITS** 9.

**FOCUS** Youth experiencing houselessness who are engaged in AYA's education and workforce development programs and their families.

**GRANT ANNOUNCED** May 30, 2023.

**OPENING DATE** Spring 2024.

# Brookings



The city of Brookings didn't have a year-round shelter option. **Oasis Advocacy and Shelter** partnered with **Brookings CORE Response (BCR)** to address this local need and build community capacity by acquiring a five-bedroom house and converting it into emergency shelter for people experiencing houselessness, including people who are medically fragile. Now under the sole leadership of BCR, this new shelter will provide a safe place for people to stay as they work with community partners to identify more stable living conditions.



**GRANTEE** Brookings CORE Response.

**GRANT AWARD** \$640,990.

**HOUSING UNITS** 5.

**FOCUS** People experiencing houselessness and people who are medically fragile.

**GRANT ANNOUNCED** May 30, 2023.

**OPENING DATE** Spring 2024.

# Chiloquin



In rural Klamath County, where housing services are limited, the **Klamath Tribes** is providing a true housing-first approach that includes a wide range of care such as elder services, medical services, food distribution, financial relief and counseling, and employment referrals—all with a deep understanding of the historical and current issues that perpetuate the effects of generational trauma. Centered in the heart of Tribal life, the former hotel and RV park will be converted into transitional housing for Tribal elders as well as a community gathering space and service center. In the long term, the Tribes envision developing the sites into more transitional housing, creating a continuum of housing options in the area.



**GRANTEE** The Klamath Tribes.

**GRANT AWARD** \$2.3 million.

**HOUSING UNITS** 14.

**FOCUS** Tribal elders.

**GRANT ANNOUNCED** May 30, 2023.

**OPENING DATE** Spring 2024.

# Lincoln City



In 2020, Lincoln City purchased and donated two unused buildings to **Helping Hands Reentry Outreach Centers** for the purpose of creating low-barrier emergency shelter and transitional housing. With the conversion prolonged by the COVID-19 pandemic and unforeseen construction needs, state funds for renovation helped bring the project across the finish line, resulting in 69 new shelter beds with space for individual adults and families. The new **Lincoln City Hope Center at the LeRoy Benham Campus** will provide navigation services, emergency shelter and a long-term reentry program for community members experiencing houselessness.



**GRANTEE** Helping Hands Reentry Outreach Centers.

**GRANT AWARD** \$977,000.

**HOUSING UNITS** 69.

**FOCUS** Emergency shelter and long-term sober reentry program for people experiencing houselessness.

**GRANT ANNOUNCED** January 30, 2023.

**OPENING DATE** November 13, 2023.

# Newport



Located in the county seat, **Nate's Place** will give clients who need more time to transition to longer-term housing better access to services addressing underlying issues such as trauma, domestic violence, and criminal history or fines. **Northwest Coastal Housing (NWCH)**, in partnership with ReConnections Counseling, will focus this transitional housing opportunity on the needs of pregnant people, people experiencing substance use disorders, and families referred to child welfare. Lalori Lager, director of ReConnections Counseling, says, "NWCH and ReConnections will bridge the gap between despair and opportunity, creating a ripple effect of positive change that will resonate through generations to come."



**GRANTEE** Northwest Coastal Housing.

**GRANT AWARD** \$4.9 million.

**HOUSING UNITS** 48.

**FOCUS** Pregnant people, families, people experiencing substance use disorder, and people referred through the judicial system and law enforcement.

**GRANT ANNOUNCED** July 10, 2023.

**OPENING DATE** TBD.



**Housing Authority of Malheur & Harney County (HAMHC)** is rehabilitating this 1940s 17-unit apartment building into transitional housing and the first year-round shelter opportunity in Malheur County. The property is near key amenities such as the Housing Authority itself and **Oregon Human Development Corporation**, a community organization providing support services for farmworkers. HAMHC will partner with **Community in Action**, the local community action agency, to offer case management and coordinate additional wraparound services such as individual planning, budgeting, housing stabilization, behavioral and physical health services, peer supports, and conflict resolution and mediation.



**GRANTEE** Housing Authority of Malheur & Harney County.

**GRANT AWARD** \$4.06 million.

**HOUSING UNITS** 17.

**FOCUS** People experiencing houselessness, especially those experiencing chronic houselessness, elderly, households with children, and people with disabilities.

**GRANT ANNOUNCED** May 30, 2023.

**OPENING DATE** January 12, 2024.



**Mid-Willamette Valley Community Action Agency (MWVCAA)** is building on its success with a property from the first round of Project Turnkey to acquire a second property and open an additional 74 units of shelter and transitional housing for veterans, people who are medically fragile, and refugees. With recent and ongoing renovations, including the conversion of up to 10 units into ADA-accessible units, **ARCHES Lodge** is well suited for medical respite and allows for a trauma-informed approach that meets Veterans Administration service standards. Along with a host of community partners, MWVCAA will use this site to provide a safe space to begin the housing stabilization journey and offer support along the way.



**GRANTEE** Mid-Willamette Valley Community Action Agency.

**GRANT AWARD** \$3.6 million.

**HOUSING UNITS** 74.

**FOCUS** Transitional housing for veterans, medical respite for vulnerable people experiencing houselessness, and temporary housing for refugees.

**GRANT ANNOUNCED** March 13, 2023.

**OPENING DATE** April 12, 2023.

## Gresham



**College Housing Northwest (CHNW)** is converting this former hotel near Mount Hood Community College into rent-free and rent-subsidized housing for 74 college students experiencing houselessness or housing insecurity. With focused outreach to former foster youth, youth survivors of domestic violence, students of color, and students who identify as LGBTQIA+, CHNW will work with local partners to provide case management and supportive services. This property will provide a housing option for students who often face barriers such as limited access to housing vouchers, full-time work requirements, lack of rental history, and discrimination against younger renters.



**GRANTEE** College Housing Northwest.

**GRANT AWARD** \$6.6 million.

**HOUSING UNITS** 74.

**FOCUS** Low-income, houseless, and housing-insecure college students.

**GRANT ANNOUNCED** July 10, 2023.

**OPENING DATE** Summer 2024.

## Portland



**Urban League of Portland (ULPDX)** is adapting a multifamily complex into **Rejuvenation House**, where women exiting incarceration will have the time, space and support they need to stabilize as part of the Diane Wade Program funded by the **Multnomah County Department of Community Justice**. This site is an example of the increased flexibility in building type in the second round of Project Turnkey, allowing room for ULPDX to acquire a right-sized property where they can provide trauma-informed and culturally specific services in a setting that offers both privacy and safety as well as access to community and support.



**GRANTEE** Urban League of Portland.

**GRANT AWARD** \$2.7 million.

**HOUSING UNITS** 7.

**FOCUS** Women exiting incarceration.

**GRANT ANNOUNCED** July 10, 2023.

**OPENING DATE** November 2023.

# Grand Ronde



# Willamina



The **Confederated Tribes of Grand Ronde** acquired two properties—a former bed and breakfast in Willamina and a multi-bedroom house in Grand Ronde—to convert into emergency shelter and transitional housing.

The Tribes' **Community Transitions Program** will use the Willamina site to provide emergency shelter for individuals or adults with children; the property in Grand Ronde will support people in recovery who need safe and stable housing, including youth and families in need of reunification.

In partnership with **Great Circle Recovery**—the Tribes' opioid treatment program—and the Tribes' long-standing housing services, the Tribes will provide 24/7 peer-supported services and navigation to more permanent housing. These sites will add to the Tribes' ongoing work to create a continuum of housing within their community. Kelly Rowe, the Tribes' executive director of health services, says, "Through stable housing, we aim to improve their health, address food insecurity and provide safety—making us all stronger."

**GRANTEE** Confederated Tribes of Grand Ronde.

**GRANT AWARD** \$1.6 million.

**HOUSING UNITS** 9.

**FOCUS** Tribal members experiencing houselessness, especially youth, families, and people exiting substance use disorder recovery programs.

**GRANT ANNOUNCED** July 10, 2023.

**OPENING DATE** February 9, 2024.

# The Dalles



At **The Annex, Mid-Columbia Community Action Agency (MCCAC)** is using the split lot of this former hotel to provide transitional housing for families on one side and for people experiencing chronic houselessness on the other. Through strong partner collaboration, MCCAC has created an on-site resource center offering culturally specific services, peer support, crisis services, behavioral health, jail diversion, case management and weekly health services. The addition of transitional housing and shelter options will fill a gap in the regional housing continuum and provide better accessibility for medically fragile patients as well as an opportunity for stability for survivors of domestic violence and families who previously had no shelter options.



**GRANTEE** Mid-Columbia Community Action Agency.

**GRANT AWARD** \$4.3 million.

**HOUSING UNITS** 54.

**FOCUS** Families experiencing houselessness and people experiencing chronic houselessness.

**GRANT ANNOUNCED** March 13, 2023.

**OPENING DATE** August 28, 2023.

# Tigard



State funds, as well as additional financial support from Washington County and the city of Tigard, enabled **Family Promise of Tualatin Valley (FPTV)** to purchase and renovate the former Tigard Quality Inn into dignified shelter for families in need. At **A Bridge to Home**, families will have access to adjoining rooms with more space for homework and naptimes, and FPTV will be able to co-locate many supportive services, including mental and physical health providers, good tenancy and budgeting trainings, and volunteer-supported programs. This much-needed local resource has the additional benefit of keeping children connected to their schools and communities, where they can continue to thrive.



**GRANTEE** Family Promise of Tualatin Valley.

**GRANT AWARD** \$10.2 million.

**HOUSING UNITS** 115.

**FOCUS** Families and households with children, as well as people who are medically fragile.

**GRANT ANNOUNCED** July 10, 2023.

**OPENING DATE** July 1, 2023.



# Project Turnkey Advisory Council 2022–2023

**OCF is grateful to the members of the Project Turnkey advisory committee, who guided the Foundation to ensure that selected projects and grantees met local needs and were supported by the community.**

**VICKY AUBRY-RAYBURN**  
Adaptive Sports Northwest

**GINA NIKKEL**  
Association of Oregon Counties

**ERICA ALEXIA LEDESMA**  
Coalición Fortaleza

**ERNESTO FONSECA**  
Hacienda CDC

**PATTY MULVIHILL**  
League of Oregon Cities

**WILLIAM MILLER**  
Native American Youth and Family Center (NAYA)

**MANDEE SEELEY**  
Neighborhood Partnerships and Rural Organizing Project

**PATRICIA AKERS**  
Oregon Housing and Community Services

**TRINITY KERR**  
Oregon Housing and Community Services

**SENATOR JAMES I. MANNING JR.**  
Oregon Legislature (District 7)

# Shelter & Stability

*The inaugural round of Project Turnkey put 19 new shelters on the map that today serve thousands of adults and children. Over seven crucial months in 2020 and 2021—as the impact of the COVID pandemic and devastating wildfires deepened Oregon’s housing crisis—the new facilities rapidly increased by 20% the supply of safe, socially distanced emergency shelter.*

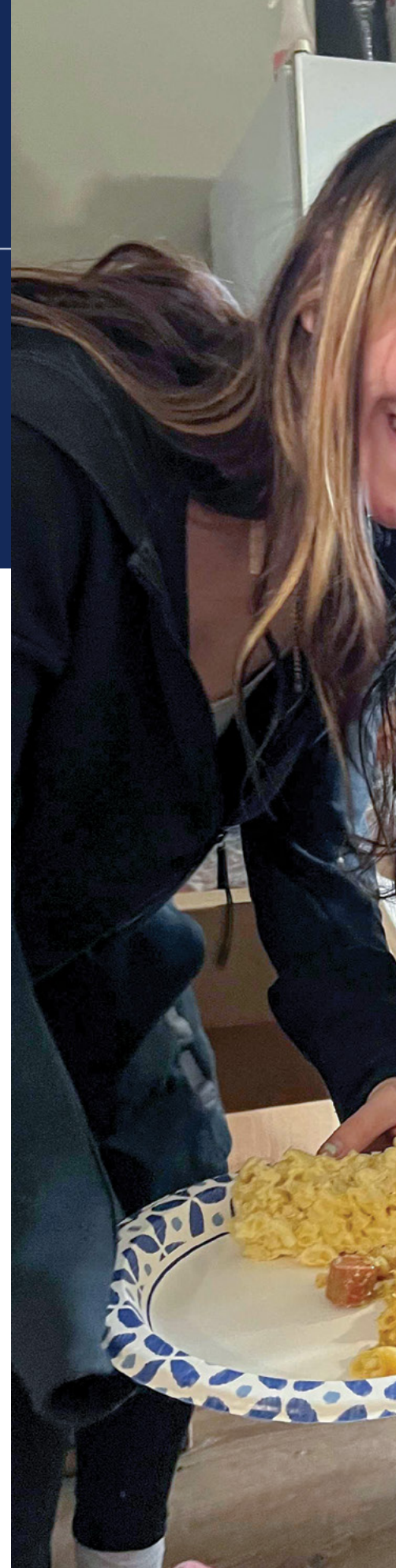
Two years later, the first Turnkey sites have provided thousands of Oregonians with shelter and stabilizing services to help them heal from trauma and address the challenges that have kept them out of permanent housing. In addition, early tracking data suggests that the Turnkey model is more effective than traditional shelters at helping people transition to permanent housing.

## CHALLENGES & CHANGES

In November 2020, the Oregon Legislature set aside \$30 million for Turnkey grants in eight counties and tribal communities where the September 2020 wildfires destroyed more than 4,000 homes. Another \$35 million went to the remaining 28 counties.

Along the way, at Turnkey sites in 13 counties from Jackson to Benton to Umatilla, local owner-operators have faced challenges and changes. Some have been unable, amid regional shortages, to hire enough qualified staff to open every room to guests who need them. Other sites continue to face resistance from segments of their communities who dislike the shelters’ presence near their homes or businesses.

Months out from the wildfires, and as COVID-19 impacts began to wane, some Turnkey properties shifted from offering primarily emergency shelter to providing longer-term temporary housing to match the needs of people experiencing homelessness in their cities, towns and tribes. Other sites remain the only year-round emergency shelters in their communities. (For spotlights on two of the 13 sites, please see pages 42–45.)





Early tracking data suggests that the Project Turnkey model is more effective than traditional shelters at helping people transition to permanent housing.

“Project Turnkey allows a stair-stepping for individual needs and where they’re at. It truly is this middle ground that can help people figure out where the right long-term placement is.”

PROJECT TURNKEY GRANTEE

LEFT Family Promise of Tualatin Valley.

## EARLY DATA SHOWS PROMISE

OCF is the grant administrator and fiduciary agent for Project Turnkey, while OHCS is responsible for oversight of the funds and sites.

Early data analyzed by OHCS shows that people who entered a Project Turnkey property between July 2021 and January 2023 were more likely to move on to permanent housing than people who entered other kinds of shelters.

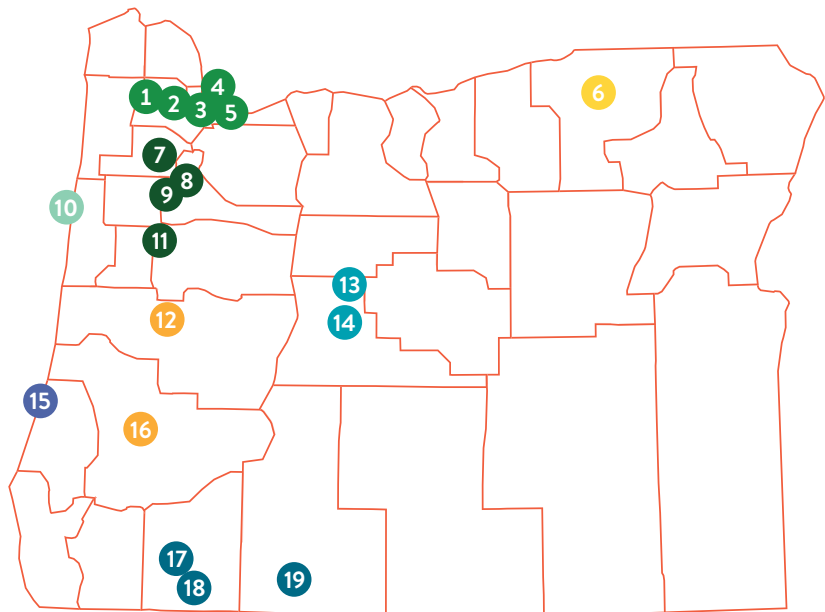
OHCS is also funding a study of initial Turnkey properties by the Homelessness Research and Action Collaborative at Portland State University. Preliminary qualitative findings from the study

show that the first Project Turnkey sites continue to meet important goals.

- **There is high demand for and use of Turnkey sites.** Nearly all of the 19 sites are consistently at capacity, and there are always people ready to move into vacated rooms from a referral pipeline or waitlist. Some waitlists exceed the properties' total capacity.
- **Turnkey sites are succeeding at serving many of Oregon's most vulnerable groups.** Focus populations include people experiencing chronic homelessness; people released from hospitals

## HOUSING & SHELTER SITES CREATED AS PART OF PROJECT TURNKEY 2020–2021

- 1 **FOREST GROVE**  
CENTRO CULTURAL  
CASA AMPARO | 21 UNITS
- 2 **HILLSBORO**  
WASHINGTON COUNTY  
BRIDGE SHELTER PROGRAM | 61 UNITS
- 3 **GRESHAM**  
ROCKWOOD CDC  
ROCKWOOD TOWER | 75 UNITS
- 4 **PORTLAND**  
CENTRAL CITY CONCERN  
RIVER HAVEN | 70 UNITS
- 5 **GRESHAM**  
MULTNOMAH COUNTY  
STARK STREET SHELTER | 43 UNITS
- 6 **PENDLETON**  
COMMUNITY ACTION PROGRAM  
OF EAST CENTRAL OREGON  
PROMISE INN | 35 UNITS
- 7 **MCMINNVILLE**  
YAMHILL COMMUNITY ACTION  
PARTNERSHIP  
TRANSITIONAL LIVING | 55 UNITS
- 8 **SALEM**  
CENTER FOR HOPE & SAFETY  
MOSAIC CENTER | 52 UNITS
- 9 **SALEM**  
MID-WILLAMETTE VALLEY  
COMMUNITY ACTION AGENCY  
ARCHES INN | 80 UNITS
- 10 **LINCOLN CITY**  
NORTHWEST COASTAL HOUSING  
COASTAL PHOENIX RISING | 43 UNITS
- 11 **CORVALLIS**  
CORVALLIS HOUSING FIRST  
THIRD STREET COMMONS | 24 UNITS



- 12 **EUGENE**  
LANE COUNTY  
HOMES FOR GOOD | 50 UNITS
- 13 **REDMOND**  
BETHLEHEM INN  
BETHLEHEM INN REDMOND | 36 UNITS
- 14 **BEND**  
CITY OF BEND  
STEPPING STONE SHELTER | 28 UNITS
- 15 **NORTH BEND**  
OPERATION REBUILD HOPE  
THE DEN | 17 UNITS
- 16 **DOUGLAS COUNTY**  
PEACE AT HOME  
THE VILLAGE | 32 UNITS
- 17 **MEDFORD**  
ROGUE RETREAT  
THE REDWOOD | 47 UNITS
- 18 **ASHLAND**  
OPPORTUNITIES FOR HOUSING,  
RESOURCES & ASSISTANCE  
OHRA CENTER | 68 UNITS
- 19 **KLAMATH FALLS**  
KLAMATH COUNTY  
OPERATION HOMEFRONT | 28 UNITS

who need a place “inside” to recover; people exiting behavioral health facilities without housing; domestic violence survivors; seniors 65 and older; and families with children who lack housing. Many properties use the coordinated entry system to prioritize vulnerable people.

- **Sites are designed to meet people’s diverse needs equitably.** Almost all Turnkey sites describe their approach as person-centered and trauma-informed. Most provide an array of on-site services, and all offer extensive connections to local resources. Many sites provide robust equity-related training for leadership, staff and

volunteers. Staff and volunteers represent the diversity of Oregonians to a significant degree, and most sites employ people who have life experiences similar to residents.

- **The combination of private living quarters with supportive services** provided largely on-site appears to hold significant promise for helping residents obtain and be successful in permanent housing. People dealing with the hardships and trauma that accompany homelessness can begin to recover and gain the stability and connections to resources that are necessary for a successful transition to more permanent housing. ■

## Learning Communities: “A Unified Voice”



In 2023, OCF provided funds to bring together local operators of the first 19 Project Turnkey sites for day-long intensive learning exchanges in Roseburg and Lincoln City, with more planned.

These “learning communities” have shared best practices in such areas as staffing and operations, case management, site logistics, financial management, board development and community engagement.

This effort was prompted by requests from Turnkey operators, especially those in remote rural communities who yearned to connect with and learn from others doing similar work across the state.

OCF contracted with Lola Jones, executive director of Samaritan



Lola Jones

House — a family shelter in Newport that celebrated its 35th anniversary in 2023 — to lead the effort. With funding from OCF, Jones has also provided one-on-one technical assistance to Project Turnkey operators.

For most of these local leaders, “it’s the biggest lift their organization has

ever made. It’s the biggest change, the biggest growth, the biggest asset their organization has ever owned,” Jones says.

“Some of them had to make the lift into providing direct services because they are a housing organization that had never provided services. Some of them were service providers who had deep relationships with their communities but had never owned an asset of that type before.

“With one-on-one assistance, we knew we could provide the specific support they needed at their sites to build their muscle for whatever function they felt like they didn’t have. And then together, in the learning communities, we could develop a unified voice and start asking for things that we needed.”

# Coastal Phoenix Rising

*Adults and children experiencing homelessness are less visible in Lincoln City, on the Central Coast, than they are in big cities like Portland and Salem. But Sheila Stiley and the staff of Coastal Phoenix Rising see them.*

Since May 2021, the Coastal Phoenix Rising (CPR) shelter on U.S. Highway 101 in Lincoln City has served hundreds of individuals and families who reflect the diverse reality of homelessness in this small beach community of 10,000 residents.

When CPR opened, Stiley expected to spend the first year sheltering mostly wildfire survivors who had lost homes the previous September in the Echo Mountain Complex fire north of Lincoln City. But CPR's impact soon stretched beyond that one vulnerable population to include:

- Families with children, from babies to teens. At one point, six women were due to give birth in the same month ("it was insane," Stiley recalls).
- Older people, ages 50 to 65, some with injuries or disabilities that keep them from working. On opening day, two of the first five guests arrived in wheelchairs, nursing serious leg wounds.
- Younger people who lost jobs, then homes, during the pandemic and haven't recovered.
- Guests who struggle with drug and alcohol addictions or mental illnesses, including those caused

or exacerbated by living, cold and wet, in their cars or the woods for months or years.

At CPR, guests have access to an array of stabilizing services offered through shelter partners, from physical and mental health care (Samaritan Health Services) to treatment for substance use disorder (ReConnections Counseling) to comprehensive help for families (Family Promise of Lincoln County).

"We take people where they are, and we surround them with supports. We work with our agency partners to provide stabilized housing, income, counseling—whatever it is that they

need. It's just a big warm hug that we try to give them," says Stiley, executive director of Northwest Coastal Housing (NWCH), the nonprofit that owns and operates CPR.

Of 327 people served at CPR between May 2021 and December 2023, 134 (41%) moved on to permanent housing, Stiley says. For the majority, permanent housing means their own apartments; 32 people entered assisted living centers or established long-term housing arrangements with family members or friends.

Six families and individuals now live in affordable housing managed by



NWCH. Current guests at CPR are studying for commercial driver's licenses and GEDs. A woman in her 50s, after being able to save money from her job while living at CPR, is enrolled in first-time homebuyer classes.

Stiley recalls giving a tour of CPR to community leaders, during which a local resident worried aloud that the shelter would attract homeless people to Lincoln City. *Open your eyes*, Stiley wanted to say.

"Homeless populations are here whether you see them or

not. And guess who ends up seeing them most of the time? Hospitals, emergency services, police, jails. By running this facility, we are alleviating the impact on our public services and the costs that it creates in cities and counties," Stiley says.

"Now people have a place where they can go and have people work with them so they can get stabilized, where they have access to resources they never thought they could get before. And they have an opportunity for success. That's the whole point of why we're here." ■



**"When I first arrived here, I was wheelchair-bound, frequently needing assistance to go from the chair to my bed and vice versa. In addition to the excellent health care given me by Samaritan Health, Coastal Phoenix Rising has been instrumental during my ongoing recovery by providing a safe, clean, warm and stable environment, allowing me to focus on the goal of achieving a full recovery. Their support, guidance, and the availability of many resources I would have never known about otherwise has enabled me to progress from the wheelchair to a walker, then to the cane."**

#### JEFF SUTTON

FORMER CPR GUEST WHO MOVED INTO HIS OWN APARTMENT IN JANUARY 2023. PHOTO COURTESY OF SAMARITAN HEALTH SERVICES.



## COASTAL PHOENIX RISING AT A GLANCE

- Lincoln County's first permanent, year-round shelter with on-site support services.
- 37 housing units with 57 beds, plus a service center with laundry room, family kitchen and space for service providers to meet with clients.
- 133 people are homeless in Lincoln County, according to 2023 Point-in-Time data; organizers said this was an undercount due to difficulties recruiting enough people to conduct the count.
- A 2023 *Yachats News* survey estimated Lincoln



County's homeless population to be much higher — 1,500 in a county of 51,000 residents.

- NWCH, which owns CPR, opened its second Project Turnkey-funded shelter in Lincoln County, called Nate's Place, in Newport in January 2024.

# River Haven Shelter

*Most Portlanders would agree: Too many people who have untreated addictions are living on the city's streets. To move from homelessness to recovery, they need help.*

But in Portland and statewide, a daunting gap exists between the thousands of people who need addiction treatment and the number of places where they can get it.

In September 2021, River Haven, the first Project Turnkey-funded shelter site in Multnomah County, stepped into that gap and made an immediate impact.

With a \$7 million Turnkey grant, Central City Concern (CCC) converted a former Comfort Inn in Northeast Portland into a 65-room refuge. River Haven provides safe, temporary housing for people who otherwise would be homeless, while they receive intensive, on-site addiction treatment.

A typical path between the streets and River Haven runs through CCC's Hooper Detoxification Stabilization Center near the Moda Center.

After someone completes the 24/7 inpatient detox process—usually three to eight days—they consult with staff about where to go next. Some are ready to apply for rent-subsidized housing and continue their recovery through other CCC programs.

But many require a higher level of support to avoid relapsing.

"That's where the idea for River Haven came from. It was a gap in the service continuum for folks in recovery," says Sarah Holland, CCC's senior director of supportive housing and employment services. "How could we create something that could connect people to services when they were ready to engage in them, and to have those connected to housing?"

Near the Columbia River, River Haven is 9 miles and a world away

from downtown Portland, where many guests previously used drugs.

Once inside, they receive treatment from certified alcohol and drug counselors, mental health clinicians and peer support specialists "to help people address all the reasons they continue to not be stable in their housing," Holland says.

From the start of a typical six-to-nine-month stay, staff help guests with all the big and small steps between them and stability, from job applications to finding housing for when they leave River Haven.



They also help them tackle other health conditions like diabetes, sign up for health insurance and food stamps, and develop healthy relationships with peers in recovery.

Of 69 people who have participated in River Haven's recovery program, 39 (57%) completed it and exited to other housing. Many more Oregonians are awaiting that opportunity.

Another 3,859 beds in recovery housing sites like River Haven are needed statewide to meet the demand, according to

a September 2022 gap analysis by researchers at the OHSU-PSU School of Public Health.

"For every individual we're able to get into a bed or into housing, there's one right now who we can't," Holland says.

"When someone who comes to Hooper [Detox] and tells us that they're ready to start living their life differently, we want to make sure that we can line up resources for them so that they can continue to take those steps and not return to the streets." ■



## ONE CLIENT'S STORY

FROM INFORMATION PROVIDED BY PUENTES & CENTRAL CITY CONCERN

**Jorge (not his real name), 40, was homeless and living in a tent in downtown Portland when he nearly died from a fentanyl overdose. After a stay at Hooper Detox, he received treatment from Puentes for substance use disorder and recovered while living at River Haven. He has been clean and sober for over a year and now lives in permanent housing provided by Central City Concern. He participates in the Puentes alumni group and community recovery events and aims to become a certified recovery mentor while also working at a local fast-food restaurant. During his treatment, he reconnected with family and began to reestablish relationships with his children. Before treatment, his drug use caused erratic behavior that resulted in a restraining order. After he achieved recovery, the order was lifted. Among other family events, Jorge attended his child's high school graduation last summer.**



## RIVER HAVEN SHELTER AT A GLANCE

- 65 rooms for people who would otherwise be homeless and who are receiving addiction treatment and mental health services; the typical stay is from six to nine months.
- 30 rooms are dedicated to clients of culturally specific providers embedded on-site—15 for clients of Native American Rehabilitation Association, and 15 for Puentes, a CCC program that serves the Latinx community.
- Services include substance use disorder and mental health therapy, recovery group support, individualized peer support, psychosocial skill development, case management, and employment and housing navigation.



Sarah Holland

# Let's Build on Our Successes!

*The successes and lessons of Project Turnkey demonstrate a clear opportunity for Oregon to make a fundamental shift in how it responds to homelessness and housing instability.*

Oregon's deep deficit of affordable housing and insufficient supply of emergency shelter that helps people stabilize and move on to permanent housing cannot be overcome with sporadic, one-and-done investments. These needs should be addressed like other systems and services that are essential to the health, safety and thriving of our communities.

For the 241 small and big cities her organization serves, "the dual crises of homelessness and housing affordability are the number-one concern," says Patty Mulvihill of the League of Oregon Cities. "We're not going to solve homelessness in two-year increments. We're not going to solve housing affordability in five-year increments. We're going to have to commit to long-term investments, in the same way that there's always money in the state budget to fund the state police or the parks system, or in the federal budget for Social Security or the Defense Department. If we really want to tackle these issues, we have to treat them the same way we do other standing services."

For Oregonians, homelessness continues to be the top concern for all demographic groups, cutting across age, region and political affiliation, according to surveys by the Oregon Values and Beliefs Center.

"We understand now more than ever before how many people in our communities are very fragile in their housing and how many people have no housing at all," says Rep. Marsh of Ashland. "Those numbers have exploded since 2020, and we have local governments that are still desperate for some kind of support so that they can significantly impact the houseless population. They're also hearing about it from their communities, where residents are trying to understand why, in the last few years, they have started to see this problem on the ground in ways that it just wasn't visible before."





**“We’re not going to solve homelessness in two-year increments. We’re not going to solve housing affordability in five-year increments. We’re going to have to commit to long-term investments.”**

**PATTY MULVIHILL**  
EXECUTIVE DIRECTOR, LEAGUE OF  
OREGON CITIES; PROJECT TURNKEY  
ADVISORY COUNCIL MEMBER

**For Oregonians, homelessness continues to be the top concern for all demographic groups, cutting across age, region and political affiliation.**

**#1**

THE RANKING OF HOMELESSNESS AMONG IMPORTANT ISSUES OREGONIANS IN EVERY DEMOGRAPHIC GROUP WOULD LIKE ELECTED OFFICIALS TO ADDRESS.

**#3**

THE RANKING OF HOUSING SUPPLY, AFFORDABILITY AND RENT CONTROL, AMONG THOSE ISSUES.

**44%**

OREGON ADULTS WHO NAMED HOMELESSNESS AS THE MOST IMPORTANT ISSUE THEY WOULD LIKE ELECTED OFFICIALS TO ADDRESS.

*Source: Oregon Values and Beliefs Center.*

**LEFT** Lincoln County Hope Center.

Historically, Oregon has largely relied on local governments and nonprofits to address these challenges. The federal government's available resources are not in proportion to Oregon's outsized share of the U.S. homeless population.

## THE PATH AHEAD

Project Turnkey experience, oversight and insights from OCF and its partners—who include local owners and operators in 27 cities and 18 counties—suggest these next steps.

### Protect Oregon's investment.

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Turnkey operators are asking for sustained and predictable state funding. Faced

with unprecedented community need, they stepped up and leaned in. For many, it's been the biggest lift their organizations have ever made.

While Turnkey properties assemble operating budgets from multiple sources, the state's contribution is essential. The Legislature can protect its investment of \$125 million in locally owned shelters that serve the unique needs of their communities by providing adequate, consistent support for

the critical infrastructure and services they provide.

"We don't want our Project Turnkey to only last for two years and then convert" to something else, says Kristy Rodriguez of the Housing Authority of Malheur & Harney County (HAMHC). In Ontario, a Turnkey grant has allowed HAMHC to transform an available apartment complex into Malheur County's first year-round shelter.

"We want to keep it serving the purpose that we opened it for," Rodriguez says. "But we also need folks at the state level to listen to us when we say

that we're going to need help with operational costs to keep it going."

State Rep. Pam Marsh agrees: "To the extent that, as a state, we are really interested in acting in an effective way on homelessness—which residents across the state tell us is their number-one concern—then we need to be ready to provide some resources at the state level to help these local communities engage in the full Turnkey model. It was always our belief that local communities would have to step up and embrace their Turnkey facilities, but it needs to be in partnership with the state."

### Ensure that state support is flexible, with few restrictions.

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Dollars that come with fewer strings attached allow local operators to tailor their

Turnkey properties to the most vulnerable groups in their communities and serve their needs in a way that the broader community will embrace. For example, some Turnkey properties that might have offered low-barrier shelter—which has few expectations for guests such

as abstaining from substance use—ultimately adopted a medium- or high-barrier model to match what their communities need and will accept, says Lola Jones of Samaritan House.

For Oregon to limit state funding to low-barrier shelters only would be unfairly restrictive, adds Jones, a veteran shelter operator who is providing OCF-funded technical assistance to Turnkey properties.

"Funding needs to be the least restrictive it can possibly be. Otherwise, communities are put in a position where the state is telling them, 'This is the type of homelessness that you need to address,' and their community is telling them, 'That's not what we want you to do in this particular place,' or 'That's not the type of homelessness or response that we need for the people who are experiencing it here,'" she says.

## Support and encourage state agencies to form intentional partnerships, share data and coordinate service delivery with Turnkey properties and other shelter providers.

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Turnkey operators like Sheila Stiley of Coastal Phoenix Rising in Lincoln City are

adept at establishing productive relationships with state and local agencies, whose clients include many of the adults and children seeking shelter at CPR. Agency staff visit CPR each week to discuss their clients' progress toward stability and permanent housing. Public and private entities, including ReConnections Counseling and Lincoln County Health and Human Services, contract with CPR for dedicated rooms for their clients. The funds help cover CPR's operating costs; the agencies can better serve clients who are safe and warm at the

shelter rather than moving around the county with no fixed address.

Other Turnkey operators, as well as other kinds of shelter and transitional housing providers, could benefit from similar partnerships with state agencies, including divisions of the state Department of Human Services that serve children, youth, families, seniors and people with disabilities, Jones says.

More frequent and robust coordination between state agencies and shelter providers could help local providers cover their operating costs and speed up the process of helping people recover, stabilize and move on to permanent housing, she says.

Related, Oregon has an opportunity in the coming months to explore how the state can use federal Medicaid dollars on housing costs, in recognition of the fundamental connection between stable housing and good health.

The pilot initiative to expand the state's Medicaid waiver is an important way to take advantage of federal dollars available to support the state's most vulnerable populations.

As state officials develop the program, they should heed the suggestions and concerns of Turnkey operators and other shelter and transitional housing providers who will be expected to use it to serve people in need.

## Adopt the Turnkey model for future state investments in shelter infrastructure.

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The preliminary data analyzed by OHCS suggests that people who stay in a Project

Turnkey shelter are more likely to move on to find permanent housing than those who stay in other kinds of shelters. (To learn more, see *Shelter & Stability*, page 38.)

The experiences of Project Turnkey operators and partners show that the model's unique combination of private living quarters with culturally specific,

on-site support services provides the dignified shelter and resources people need to rest, recover and address their personal challenges so they can move forward to stability and permanent housing.

"We need to stop with the campgrounds and the pallet shelters. This is what we should be doing for our shelter infrastructure throughout Oregon," says Kenny LaPoint (*right*), executive director of Mid-Columbia Community Action Council, which operates



a Turnkey-funded shelter in The Dalles.

“Here, people have privacy—their own restrooms. They have cleaner clothes because they have access to laundry services. This is an environment where we can teach people how to be renters in the future or homeowners, hopefully. It’s a real-life rental education program.”

At a Project Turnkey shelter, “people are able to engage in a high level of services that are going to make them exponentially more likely to be able to maintain housing on their own,”

says Sarah Holland, senior director of supportive housing and employment services for Central City Concern.

At River Haven, a Turnkey-funded site in Northeast Portland that provides temporary housing to people receiving addiction and mental health services, staff assist clients with dozens of tasks that stand between them and permanent housing, including filling prescriptions, signing up for disability benefits, and attending an expungement clinic so that past criminal records can’t keep them from getting a job.

“These are things that when you’re living outside—maybe you’re in a shelter one night, in a tent for three nights, then your family member lets you stay in their driveway for a few nights—you’re just not likely to be able to do. When you’re living like that, it just takes so much to survive,” Holland observes. “Transitional housing allows people to put all that energy into the things that will actually get them housed and keep them housed. And Project Turnkey has been a huge support at rapidly making that type of housing available.”

## Encourage more public-private partnerships to tackle crucial segments of the housing continuum.



Project Turnkey was successful because organizations from every sector—public,

private and civic—stepped up and worked together with urgency to tackle one of Oregon’s toughest challenges.

Members of Turnkey’s community advisory committee—volunteers who evaluated grant applications and selected grantees—were a diverse mix of Oregon legislators, representatives from local and state agencies, service providers, affordable housing experts, people with experience with racial equity and housing, people who have experienced homelessness, people with accessibility needs. It also included staff from OHCS.

“Project Turnkey is pretty revolutionary,” says Erica Alexia Ledesma, a committee member from Jackson County.

Ledesma is a community organizer and the executive director of Coalición Fortaleza, a nonprofit that is helping Latinx wildfire survivors secure permanent affordable housing.

“You have this really well-rounded group of people from different counties working together and providing expertise while reviewing these applications,” Ledesma says. “You don’t get that a lot in these kinds of committees, especially around housing. This group has had such an important role to support but also model what’s possible in the state of Oregon to find housing solutions.”



**ABOVE** Erica Alexia Ledesma, Coalición Fortaleza, served as a Project Turnkey advisory committee member.

**RIGHT** OCF’s Lisa Mensah with Gov. Tina Kotek.

## AN ENDING, AND AN EXAMPLE OF WHAT'S POSSIBLE

After three years, OCF has concluded its role as Project Turnkey's convener, fiscal agent and administrator. But the Foundation's efforts to address Oregon's housing needs will continue in areas that include:

- Unlocking flexible capital for pre-development of affordable housing.
- Encouraging the creation of more workforce housing.
- Exploring innovative off-site production technologies, such as modular housing and mass timber, a building product made from compressed layers of wood.

In housing and any other public challenge that Oregon faces now or in the future, Project Turnkey's success should serve as both an example and a roadmap for how to get along and get big things done.

"As a state, we often focus on where there are disagreements and dysfunction," says Mulvihill. "This county and this city don't get along. These private entities and this local government don't get along."

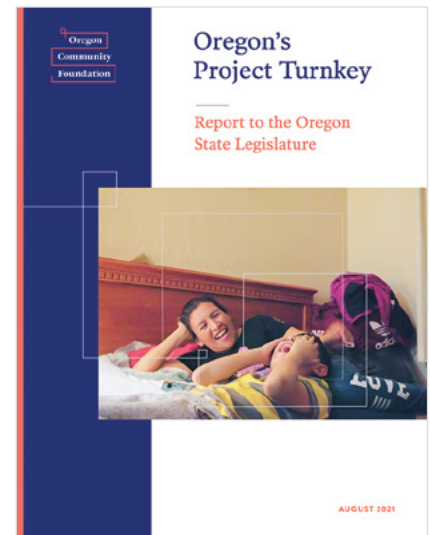
"To me, Project Turnkey is a quintessential example that shows that in fact, local governments and the private sector are all actively interested in solving this problem. There can be reasonable adults at the table who can make really hard decisions. You just have to trust them," she says. "We've proven we can do this."

"Project Turnkey demonstrates how we can take on complex housing challenges and create sustainable solutions through collaboration and innovation," says OCF President and CEO Lisa Mensah. "By nurturing trusted relationships with community partners throughout Oregon and investing strategically, we helped deliver critical support for our neighbors in need." ■



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**LEARN MORE ABOUT THE FIRST ROUND OF PROJECT TURNKEY**

[Oregon's Project Turnkey: Report To The Oregon State Legislature](#)

**BELOW** Old Charleston School in Coos Bay.



# Acknowledgments

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- Network for Oregon Affordable Housing.
- Oregon Housing Alliance.
- Oregon Housing & Community Services.
- Oregon iSector.
- Samaritan House.

## CONTENT EXPERTS

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