

# Steering & Oversight Committee

November 18, 2024

First Unitarian Church of Portland



**Homelessness  
Response  
System**



# HRS SOC Quorum

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- A quorum exists for purposes of voting when four (4) voting members and three (3) non-voting members are present.



# SOC Meeting Map

Agenda Highlights	Meeting Date	SOC Actions
<ul style="list-style-type: none"> <li>Decision making approach</li> <li>Approve Community Advisory Committee appointments</li> <li>Proposed changes to HRAP</li> </ul>	September 20	<ul style="list-style-type: none"> <li>Approve Community Advisory Committee Members</li> <li>Consider suggested HRAP changes</li> </ul>
<ul style="list-style-type: none"> <li><b>Community Advisory Committee appointments</b></li> <li><b>HRS Quarterly Report overview and recommendations</b></li> <li><b>SOC transition discussion</b></li> </ul>	<b>November 18</b>	<ul style="list-style-type: none"> <li><b>Approve Community Advisory Committee Members</b></li> <li><b>Approve Recommendations from Quarterly Report</b></li> </ul>
<ul style="list-style-type: none"> <li>SOC and Community Advisory Committee appointments</li> <li>SOC Charter</li> <li>HRAP Legislative and Budget Recommendations</li> </ul>	January 2025	<ul style="list-style-type: none"> <li>Approve Community Advisory Committee Members</li> <li>Approve SOC Charter</li> <li>Alignment Budget strategy</li> </ul>



# Agenda

Agenda Item	Time	SOC Actions
<p>Community Advisory Committee Membership</p> <ul style="list-style-type: none"><li>• Overview of recruitment and alignment process</li></ul>	15 min	<b>Decision:</b> Approve proposed Community Advisory Committee membership
<p>Quarterly Report Summary &amp; Recommendations</p> <ul style="list-style-type: none"><li>• Presentation of the homelessness response system quarterly report</li></ul>	45 min	<b>Discussion/Decision:</b> Recommended direction to the Implementation and Community Advisory Committees
<p>Transition Discussion</p> <ul style="list-style-type: none"><li>• Appreciation for departing members of the Steering and Oversight Committee</li></ul>	30 min	<p><b>Discussion/Reflection:</b> Advice from departing members for continuing members and incoming members moving forward</p> <p><b>Discussion/Reflection:</b> How would continuing members like to engage incoming members? What early work should be prioritized together?</p>



# HRS CAC - Recommended Members

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- Five people - Biographies provided to SOC members
- Three people with lived experience of homelessness
- Five with connections to services providers (personal and professional)
- One community specific service provider
- Northeast - 1; Downtown - 1; East County - 1; Southeast - 1; North Portland - 1.



# HRS CAC - Advocacy Partners

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- Northwest Pilot Project - Laura Golino de Lovato
- Central City Concern - Drew Grabham

The HRS CAC Advocacy Partners will provide mentorship and organizational support for the individuals who participate(d) in services and programs at the identified organizations and CAC members overall.



# HRS CAC - Membership Gaps

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- Crisis care or first responders
  - Active recruitment with Portland Street Response
- Systems partners serving youth, families, and youth connected with the foster care system
  - Active recruitment with JOHS youth system staff to recruit a member who has transitioned successfully from the youth system Peer Mentors



# HRS SOC Decision Making Process

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Committee members agreed to use a consensus process to illuminate the opinions of all committee members before any final vote on a matter.

- a) “One” indicates full support - a “yes” vote;
- b) “Two” indicates that the participant agrees with the proposal but would prefer to have it modified in some manner to give it full support;
- c) “Three” indicates the member does not support the proposal. It is a “no” vote.





# Quarterly Report Summary

## Completed

46 Action Items are complete

88.5%

## In Progress

5 Action Items are in progress

52 Action Items Due by Sept 30

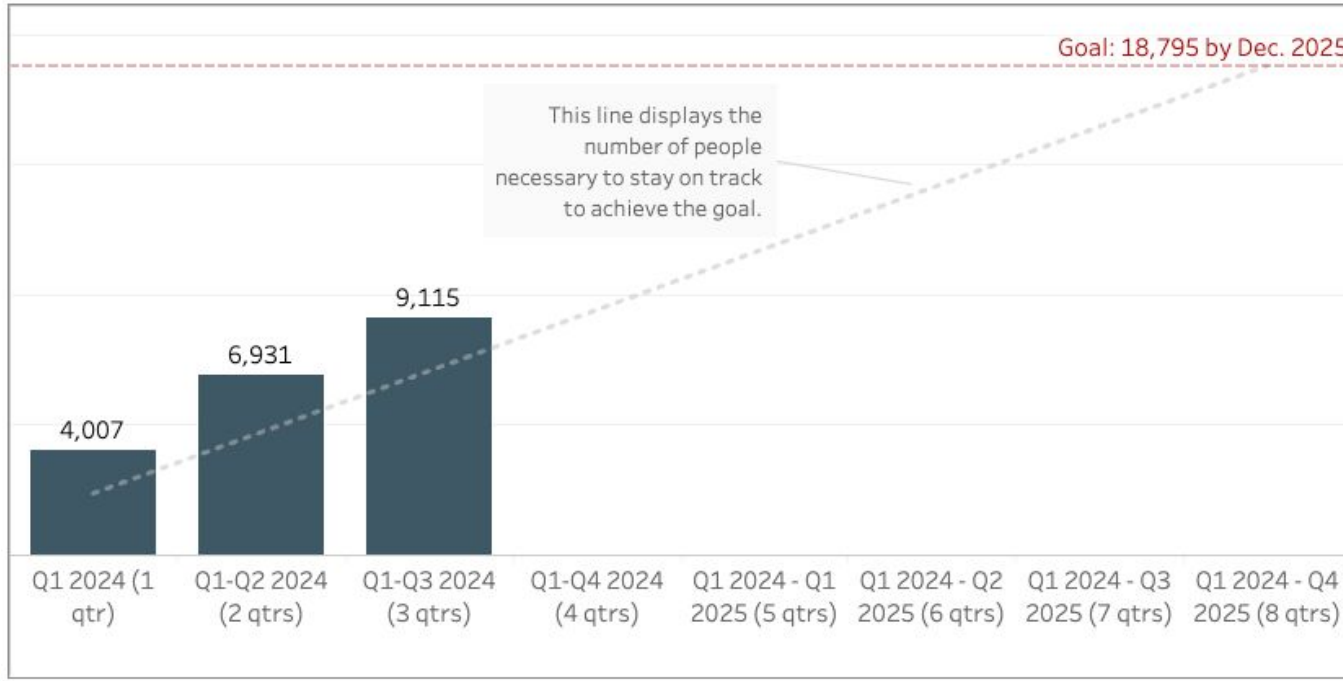
9.6%  
1.9%

## Blocked

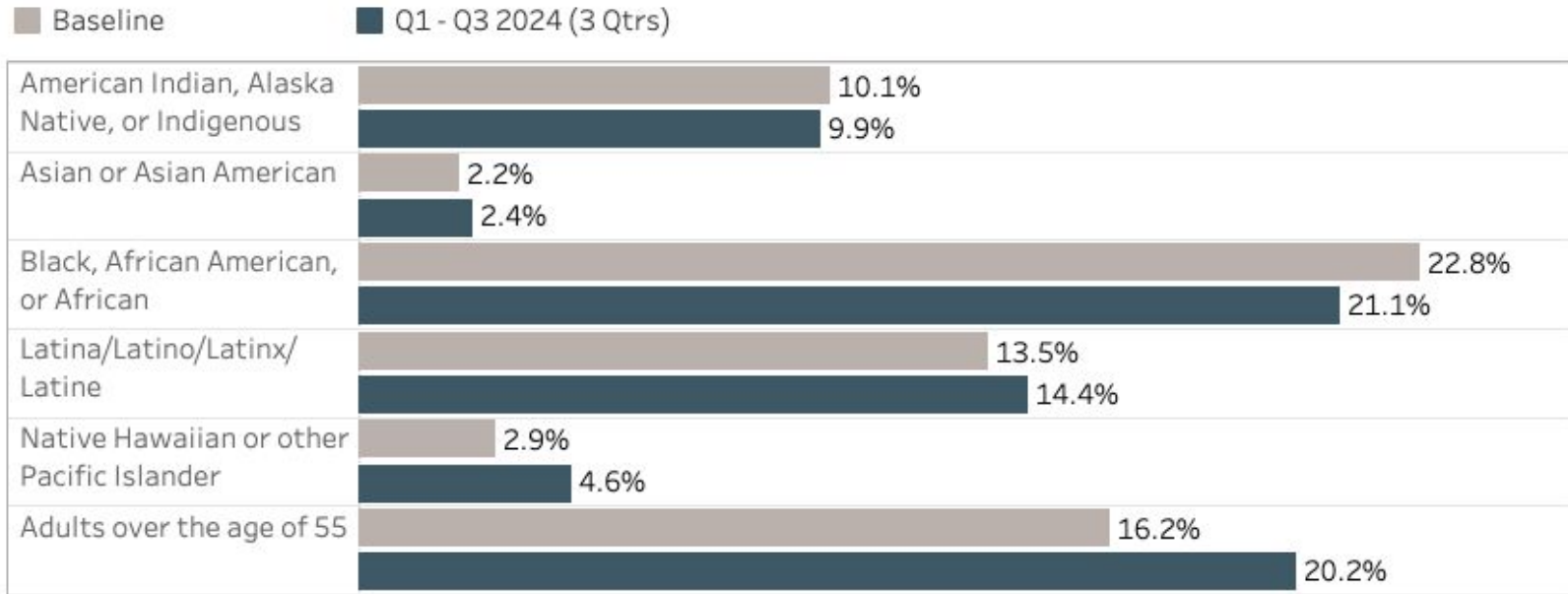
1 Action Item has a blocker that will soon be resolved



# Measure 1: Shelter or Place in Housing and Additional 2,699 Unsheltered People

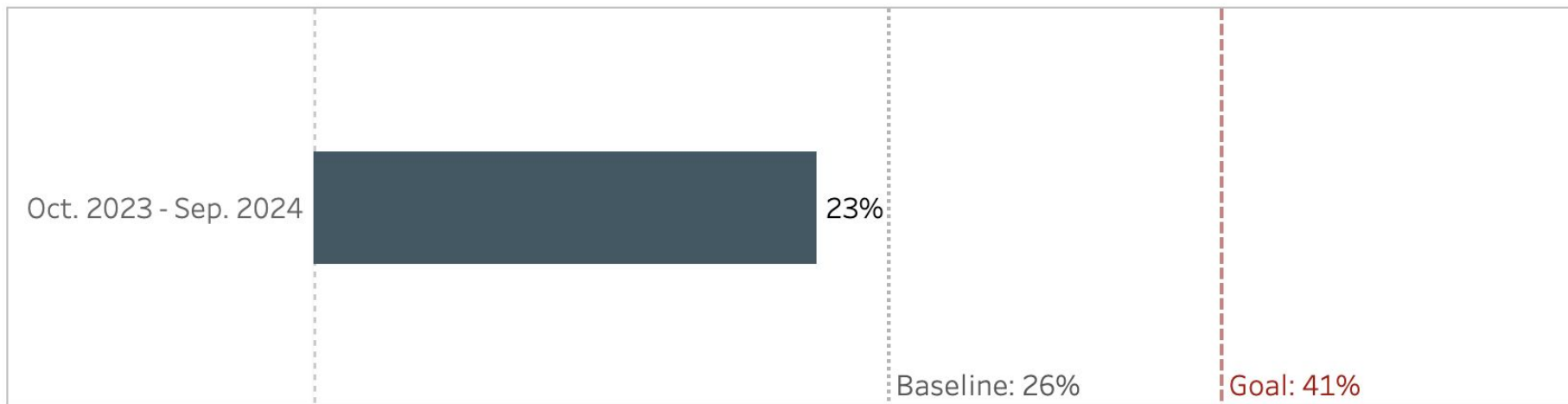


# Measure 2: Reduce Unsheltered Homelessness for Priority Populations

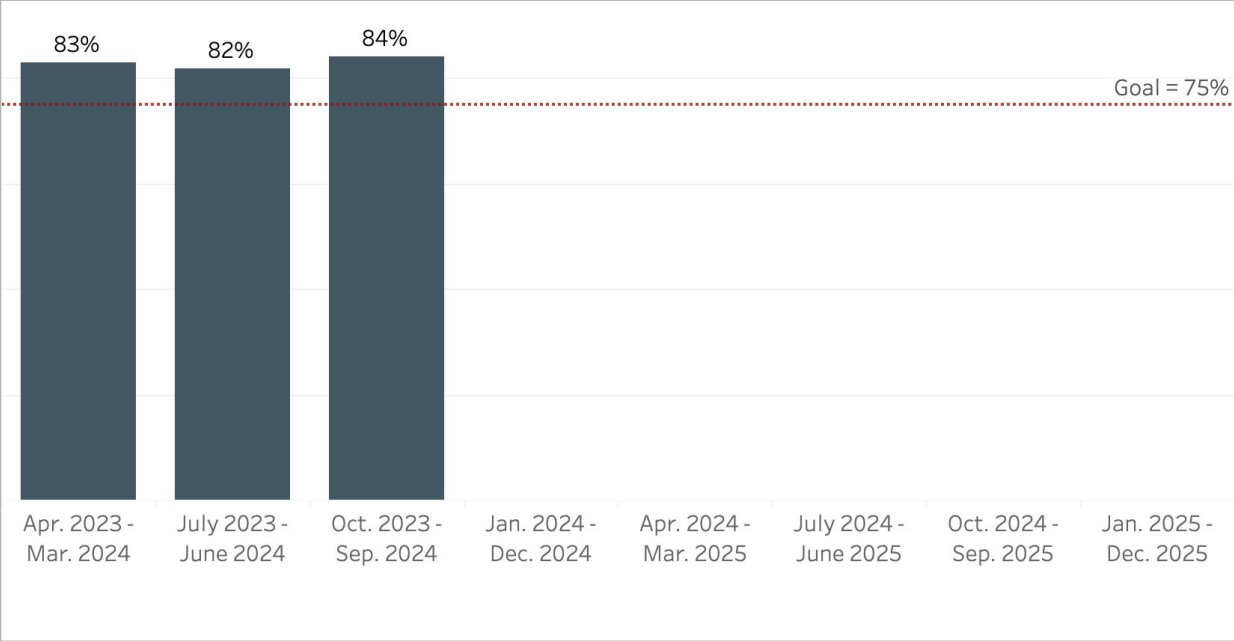


# Measure 3: Increase Exits from Adult Shelter to Permanent Housing

## Summary of Current Progress Towards Goal



# Measure 4: Ensure People Retain Permanent Supportive Housing



# Summarized Recommendations

Purpose	Recommendation
Improve shelter and housing outcomes for people who are Black, African American, or African.	Ask the Implementation Committee to recommend strategies that can be implemented within the next 3-6 months to shift these outcomes.
Assess strategies to improve adult placements to permanent housing from shelter.	Ask the Implementation Committee to assess available resources and strategies to address this goal and fiscal and programmatic gaps that might remain, as well as recommendations to address those gaps.
Strengthen implementation of HRAP actions to partner with health systems.	Ask the Implementation Committee to identify resource needs and recommend strategies to accelerate and strengthen implementation of health sector related HRAP action items.



# Summarized Recommendations

Purpose	Recommendation
Assess options to revise or add key performance indicators.	Ask the Implementation Committee to assess feasibility of separately tracking housing versus shelter outcomes for this metric and recommend alternate goals and/or reporting in future quarters.
	Ask the Implementation Committee to assess feasibility of dynamically measuring inflow and outflow and recommend strategies and goals to measure and support net reductions in unsheltered homelessness, including additional focus on prevention.
	Ask the Implementation Committee to articulate and track the timelines and shelter capacity goals associated with the Community Sheltering Strategy as key performance metrics for HRAP tracking.



# Summarized Recommendations

Purpose	Recommendation
<p>Orient newly elected City and County officials to HRAP and Community Sheltering Strategy. Assess opportunities for early wins on shared goals and spaces for potential expansion and adaptation of HRAP goals and strategies.</p>	<p>Charge HRS staff and committee leaders to orient incoming City and County elected officials to the HRAP and Community Sheltering Strategy.</p>
	<p>Charge the Implementation Committee with comparative assessment of HRAP and Community Sheltering Strategy goals and strategies with those championed by incoming City and County elected officials.</p>





# Recommendations

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## 1. Improve shelter and housing outcomes for people who are Black, African American, or African.

The HRS is not currently meeting goals to shelter or house people who identify as Black, African American, or African at rates equal to or higher than they appear in the unsheltered population.

**Recommendation: The SOC should ask the Implementation Committee to recommend strategies that can be implemented within the next 3-6 months to shift these outcomes.**



# Recommendations

## 2. Assess strategies to improve adult placements to permanent housing from shelter.

HRS is not currently meeting goals to increase placement of adults from shelter to permanent housing by the end of 2025. JOHS, Portland Solutions, and HRS staff are working together on short and long-term strategies to support this goal.

**Recommendation: The SOC should ask the Implementation Committee to assess available resources and strategies to address this goal and fiscal and programmatic gaps that might remain, as well as recommendations to address those gaps.**



# Recommendations

## 3. Strengthen implementation of HRAP actions to partner with health systems.

Early implementation of action items associated with interactions between health and housing/homeless services systems have been delayed. While this has largely been due to delayed state-level implementation of key Medicaid policy under the Oregon Health Plan, this may require additional capacity or focus within the HRS.

**Recommendation: The SOC should ask the Implementation Committee to identify resource needs and recommend strategies to accelerate and strengthen implementation of health sector related HRAP action items.**



# Recommendations

## 4. Assess options to revise or add key performance indicators.

Several local elected officials, including some SOC members, as well as other organizational leaders and community members, have recommended revisions to or supplementing existing key performance measures to better monitor HRAP progress, including:

- a. Separately report those sheltered versus those housed.
- b. Develop a goal to drive a net reduction in unsheltered homelessness based on inflow/outflow monitoring
- c. Monitor shelter expansion progress



# Recommendations

## 4. Assess options to revise or add key performance indicators.

**a. Separately report those sheltered versus those housed.** The current HRAP goal to increase by 2,699 those sheltered or housed by the end of 2025 does not distinguish in goal or in reporting those who are sheltered but not subsequently housed from those who are permanently housed.

**Recommendation: The SOC should ask the Implementation Committee to assess feasibility of separately tracking housing versus shelter outcomes for this metric and recommend alternate goals and/or reporting in future quarters.**



# Recommendations

## 4. Assess options to revise or add key performance indicators.

**b. Develop a goal to drive a net reduction in unsheltered homelessness based on inflow/outflow monitoring.** Without measuring how many people are newly becoming homeless or returning to homelessness (inflow) versus those who are being housed (outflow), we can't understand whether we are achieving net reductions in people experiencing homelessness.

**Recommendation: The SOC should ask the Implementation Committee to assess feasibility of dynamically measuring inflow and outflow and recommend strategies and goals to measure and support net reductions in unsheltered homelessness, including additional focus on prevention.**



# Recommendations

## 4. Assess options to revise or add key performance indicators.

**c. Monitor shelter expansion progress.** The Community Sheltering Strategy, which was completed as an early action item of the HRAP, includes specific goals and timelines for developing additional shelter capacity, but the HRAP key performance indicators do not specifically track progress toward those goals.

**Recommendation: The SOC should ask the Implementation Committee to articulate and track the timelines and shelter capacity goals associated with the Community Sheltering Strategy as key performance metrics for HRAP tracking.**



# Recommendations

## 5a. Orient newly elected City and County officials to HRAP and Community Sheltering Strategy.

There will be a number of newly elected leaders in the City of Portland and Multnomah County starting in their new roles in January, with varying levels of awareness of the teams and strategies that drive the City and County's work on housing and homelessness.

**Recommendation: The SOC should charge HRS staff and committee leaders to orient incoming City and County elected officials to the HRAP and Community Sheltering Strategy.**





# Recommendations

## 5b. Assess opportunities for early wins on shared goals and spaces for potential expansion and adaptation of the HRAP.

To identify opportunities for early wins on shared goals, as well as spaces for potential expansion or adaptation of HRAP goals and strategies, an assessment should include potential implications for budget prioritization, policy and budget interventions.

**Recommendation: The SOC should charge the Implementation Committee with comparative assessment of HRAP and Community Sheltering Strategy goals and strategies with those championed by incoming City and County elected officials.**



# Appreciation and Transition Discussion

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- Advice from departing members for continuing members and incoming members moving forward
- How would continuing members like to engage incoming members? What early work should be prioritized together?

