Steering & Oversight Committee

May 9, 2025
Portland Building

Homelessness Response System

HRS SOC Quorum

- 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
• *City and County Budget Status* • *Presentation: Data Context* • *Presentation: Data Improvement Plan*	*April 16*	• *Work Plan Presentation* • *Approve New CAC Members* • *Quarterly Report Presentation* • *Data Preview*
• **Active Policy Tables** • **Measure #2 - Engagement Status** • **Discussion: Utilization, Length of Stay, Service Engagement**	**May 9**	• **Brief Report Out** • **Brief Report Out** • **Presentation & Discussion**
• *Goal: Report out on partnership work with Community Solutions related to By Name List and Key Performance Indicators.*	*June 6*	• *Presentation & Discussion* • *Approve New CAC Members*

Agenda

Agenda Item	Time	SOC Actions
Active Policy Discussions	10 min	Report Out, Standing Agenda Item
Measure #2: Shelter/Housing Data Related to Black/African American/African	10 min	Status Update, More to Come in Quarterly Report/Joint Session May 23
Existing Shelter System: Shared Learning and Policy Choices: Bed Utilization, Stays, Service Engagement	45 min	Discussion & Direction
Preview - Remainder of Year	10 min	Discussion & Direction

Active Policy Table Discussions

General HRAP evolution:

Spring – Winter 2024

Plan release, early implementation

- Public engagement, shaping drafts
- IGA adoption
- (Generally) Discreet action items with defined/funded scopes
- Quick wins define early progress

Winter 2024 – Spring 2025

Ongoing oversight, continuing action

- Data system improvements
- Monitor outcomes, adapt strategy
- (Generally) Action items:
  - Broader, less-defined scopes
  - Complex cross-sector engagement
  - Regional and state alignment
- Policy tables for detailed coordination

Spring – Fall 2025

Budget alignment, "HRAP 2.0"

- Reorient existing action items to new system monitoring
- Refine goals and KPIs to reflect emerging priorities and possibilities
- Identify/prioritize highest-impact action items and important gaps

Active Policy Table Discussions

Table(s) Focus	Membership
Youth Foster Care	HSD, Home Forward, DCHS, ODHS

Priority Action Items and Progress
Foster Youth Vouchers (4.1 / 4.4)

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- **To-date:** Convened table with early focus on partner identification and scoping
- **Current:** Completing SBAR to describe system landscape, existing voucher access, and remaining gaps
- **Next:** Identify opportunities for preliminary intervention

Active Policy Table Discussions

Table(s) Focus	Membership
Workforce	DCJ, City of Portland, WorkSystems, ODHS
Priority Action Items and Progress	

Workforce Opportunities (5.3.1)
- **To-date:** Convened Worksystems, Inc. to better understand scope of current HSD investments and other core activities
- **Current:** Reconvening to assess impacts of federal budget actions and local proposed budgets
- **Next:** Recommend changes to activity scope and impact

Active Policy Table Discussions

Table(s) Focus	Membership
Carceral Settings	DCJ, Health Share, Corrections Health, Sheriff's Office, Multnomah Public Defenders, ODOC

Priority Action Items and Progress

Health care continuity in jail (4.2.3-6), **Prevent unsheltered release** (4.3)

- **To-date:** Convened multiple tables, with focus on identifying needed partners, alignment to existing work
- **Current:** Exploring feasibility for priority shelter access and inreach, state coordination set back by loss of federal support
- **Next:** MultCo added to first round of Medicaid carceral benefit implementation, most health care actions moving there

Active Policy Table Discussions

Table(s) Focus	Membership
Health Systems	Health Share, Hospital Systems, HSD, DCHS, ODHS, MCHD, Metro, Portland Solutions, PHB, Home Forward, Providers

Priority Action Items and Progress

Medicaid for crisis response/outreach (5.1.1, 5.13), **Prevent unsheltered release** (1.1.5), **Expand PSH capacity and care coordination** (5.4.2, 7.2.7)
- **To-date:** Convened multiple tables, alignment to state and regional work
- **Current:** COO contractor exploring Medicaid billing feasibility, hospital systems gathering discharge data, exploring feasibility for priority shelter access
- **Next:** Articulate opportunities for expanded PSH partnerships

Active Policy Table Highlight

Original HRAP Focus	Implementation Committee Pivot
7.2.7 Develop a community-based health care management platform that all service providers can use to engage clients with health care information and services, including identifying clients' CCO and health plan payer; make, confirm, change medical appointments; access HRS benefits; health navigation from the medical provider/payer.	7.2.7 Implement Regional Integration Continuum pilot to develop infrastructure, including data sharing agreements, dedicated navigation pathways, and case conferencing mechanism to share relevant health information between health systems, county housing and homeless services departments, and homeless service and affordable housing providers. (this work is complete)
	7.2.8 Expand the Regional Integration Continuum pilot to include broader provider engagement. (this work is in progress, due date TBD)

Key Performance Indicator 2

KPI	Status
Measure 2: Reduce Unsheltered Homelessness for Priority Populations	Met goal for all priority populations with one exception: Though we sheltered or housed nearly **3,000 people** who are Black, African American, or African (20.2% of all people served), that is **roughly 2.6 percentage points lower than where we should be**

Additional Context
- Translates to roughly 380-person gap for Black, African American, and African people..   - Disparity for Black/African American/African is very significantly shelter-driven   - Initial feedback and recommendations through engagement with culturally specific providers and other community leaders

Measure 2: Black/African American Detail

Sheltered + Housed

Period	Value
Q1 2024 (1 qtr)	20.4%
Q1-Q2 2024 (2 qtrs)	20.8%
Q1-Q3 2024 (3 qtrs)	21.1%
Q1-Q4 2024 (4 qtrs)	20.5%
Q1 2024 - Q1 2025 (5 qtrs)	20.2%

Sheltered

Period	Value
Q1 2024 (1 qtr)	17.9%
Q1-Q2 2024 (2 qtrs)	18.3%
Q1-Q3 2024 (3 qtrs)	18.6%
Q1-Q4 2024 (4 qtrs)	17.7%
Q1 2024 - Q1 2025 (5 qtrs)	17.3%

Housed

Period	Value
Q1 2024 (1 qtr)	28.0%
Q1-Q2 2024 (2 qtrs)	26.6%
Q1-Q3 2024 (3 qtrs)	27.0%
Q1-Q4 2024 (4 qtrs)	26.7%
Q1 2024 - Q1 2025 (5 qtrs)	26.3%
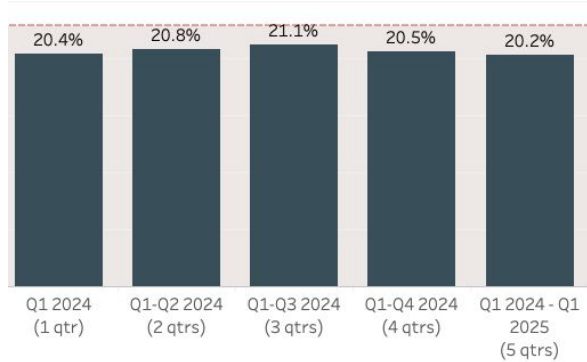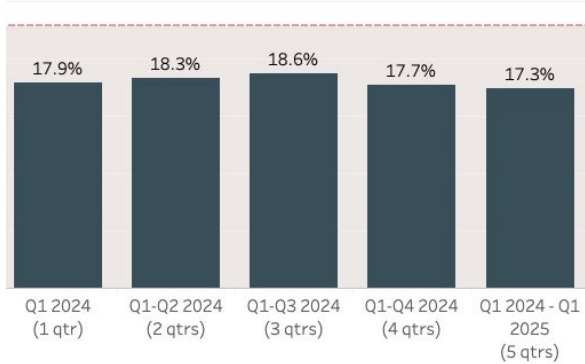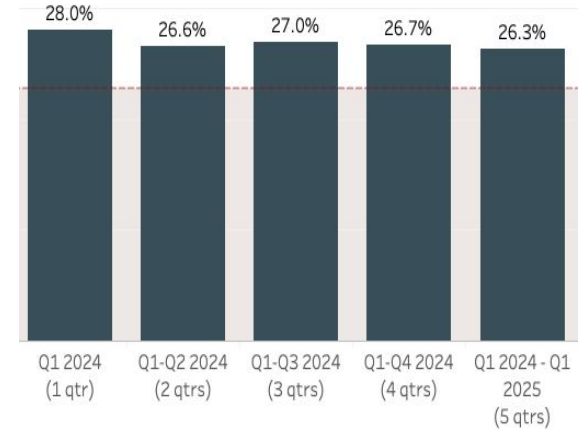
Mesure 2 - Feedback Themes

Theme 1. - Implicit Bias, Anti-Blackness and Racism are driving the disparity in utilization of the current congregate shelter system for Black, African American, and African people.

- The behavior of Black and Brown people is policed in shelter and while seeking services.
- Culturally Responsive/White-led shelter providers need to be held accountable for the disparate treatment.
- Most of the contracted Culturally Specific organizations, who are the experts on serving the Black, African American, and African communities do not operate shelters.

Mesure 2 - Feedback Themes

Theme 2. - Black, African American and African people and the Culturally Specific organizations serving them – regardless of size – need to be co-designing necessary transformations in our homelessness to housing continuum.

- There is little interest in a shelter-only conversation.
- More family shelter is needed, including culturally specific family shelter.
- Shelter should be a path to permanent housing, but only one in five people exit shelter to housing.

Mesure 2 - Feedback Themes

Theme 3. - Focus on what is culturally appropriate and demonstrated to work for Black, African American and African people – housing placement.

- Black and African American communities don't go to shelter, they double up, meaning they stay with family and friends.
- Given people's experience in congregate shelters, motel shelter is a preferred sheltering method.

Measure 2 - Recommendations

- Increase rent assistance and housing placement dollars distributed through Culturally Specific organizations via new and existing contracts.
- Invest in upstream stabilization/flexible support funds to cover costs associated with doubling up or "couch surfing" to remain stably housed with family and friends.
- Increase the shared accountability we have with current shelter providers to address the disparate treatment of Black, African American and African people in shelter.
- Continue engagement and system planning and design work with the Black, African American and African community.

HSD - Ongoing Engagement

- Continued engagement with culturally specific providers, Equity Advisory Committee, Lived Experience Advisory Committee, community members to broaden and deepen feedback and implement recommendations
- Monitoring of dashboard data at the system and provider level
  - Equity work plan monitoring can support accountability to cultural responsiveness
- Currently in receipt of proposals from two of our culturally specific providers and are working to quickly review and respond

Existing Shelter System - Active Discussions

City-County Staff Level Discussions & Policy Work
Bed Utilization, Bed Stays, Service Engagement: **DISCUSSING TODAY.**
Shelter Availability Tool, Phase 2: **COUNTY ROLLING OUT NOW. MORE TO SHARE SOON..**
Outreach Worker Assessment: **JOINT WORK SESSION COMPLETE; STAFF-LEVEL CONVERSATIONS TO CONTINUE.**
Housing Placement: **EXPANSION OF HOUSING CONNECTOR CONTRACT DONE, MORE TO COME, IN CONTEXT OF QUARTERLY REPORT, ON MAY 15 AND MAY 23, AT NEXT JOINT SESSION.**
Distribution of Shelter Services, including Housing Placement: **RECENT HOUSING PLACEMENT DISBURSEMENT; MORE SERVICE LEVEL CONVERSATIONS TO COME.**
City-County Referral Process, including Set Aside Policy: **CARCERAL/INPATIENT MEDICAL CONVERSATIONS HAPPENING; DEEPER DIVE ON OVERARCHING REFERRAL PROCESS IN A MONTH OR SO.**

Shelter Best Practices

THE
FIVE KEYS
TO EFFECTIVE EMERGENCY SHELTER

HOUSING FIRST APPROACH
Align shelter eligibility criteria, policies, and practices with a Housing First approach so that anyone experiencing homelessness can access shelter without prerequisites, make services voluntary, and assist people to access permanent housing options as quickly as possible.

SAFE & APPROPRIATE DIVERSION
Provide diversion services to find safe and appropriate housing alternatives to entering shelter through problem-solving conversations, identifying community supports, and offering lighter touch solutions.

IMMEDIATE & LOW-BARRIER ACCESS
Ensure immediate and easy access to shelter by lowering barriers to entry and staying open 24/7. Eliminate sobriety and income requirements and other policies that make it difficult to enter shelter, stay in shelter, or access housing and income opportunities.

HOUSING-FOCUSED, RAPID EXIT SERVICES
Focus services in shelter on assisting people to access permanent housing options as quickly as possible.

DATA TO MEASURE PERFORMANCE
Measure data on percentage of exits to housing, average length of stay in shelter, and returns to homelessness to evaluate the effectiveness of shelter and improve outcomes.

National Alliance to END HOMELESSNESS

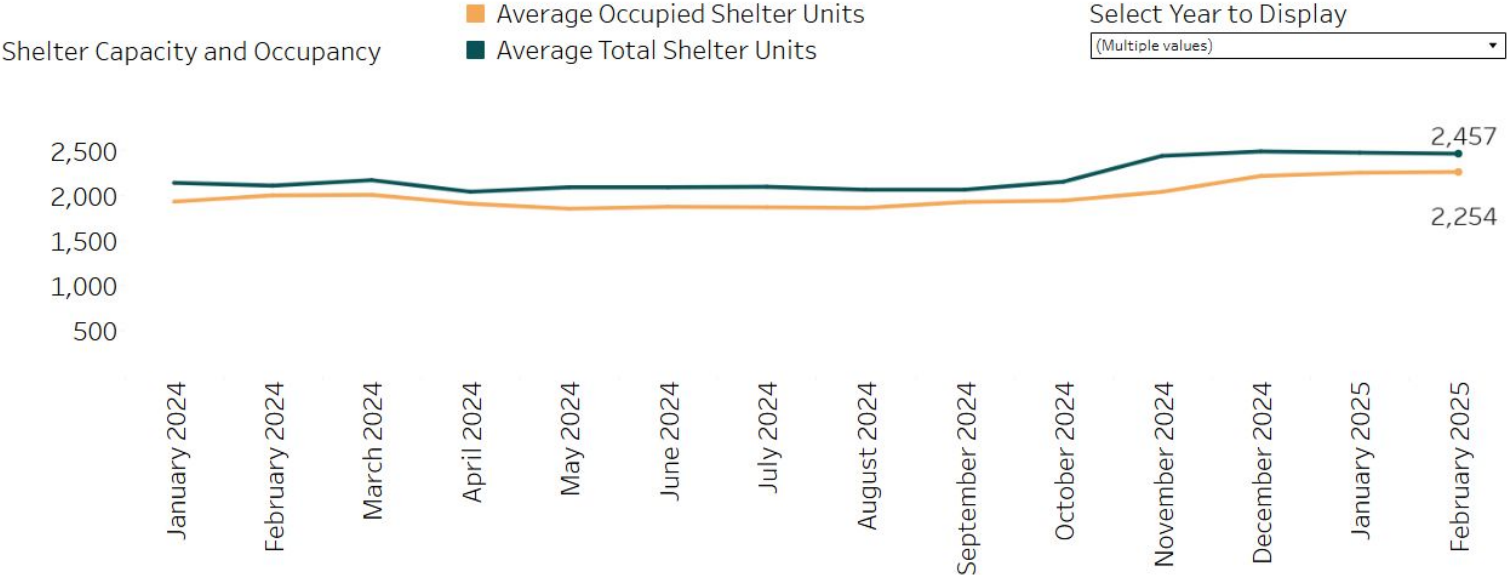|	
Housing First Approach	Anyone can access shelter without prerequisite, services are voluntary, assistance to housing ASAP
Safe and Appropriate Diversion	Finding alternative solutions via problem-solving and lighter-touch solutions (Ticket Home, etc.)
Immediate and Low Barrier Access	Eliminate barriers to entry, open 24/7, allow the 4 Ps (pets, partners, privacy, possessions)
Housing focused, rapid exit services	Focus shelter services on assistance with housing access
Data to measure performance	Measure length of stay, exits to housing, returns to homelessness; focus on combined review.

Shelter Best Practices in HSD Shelters

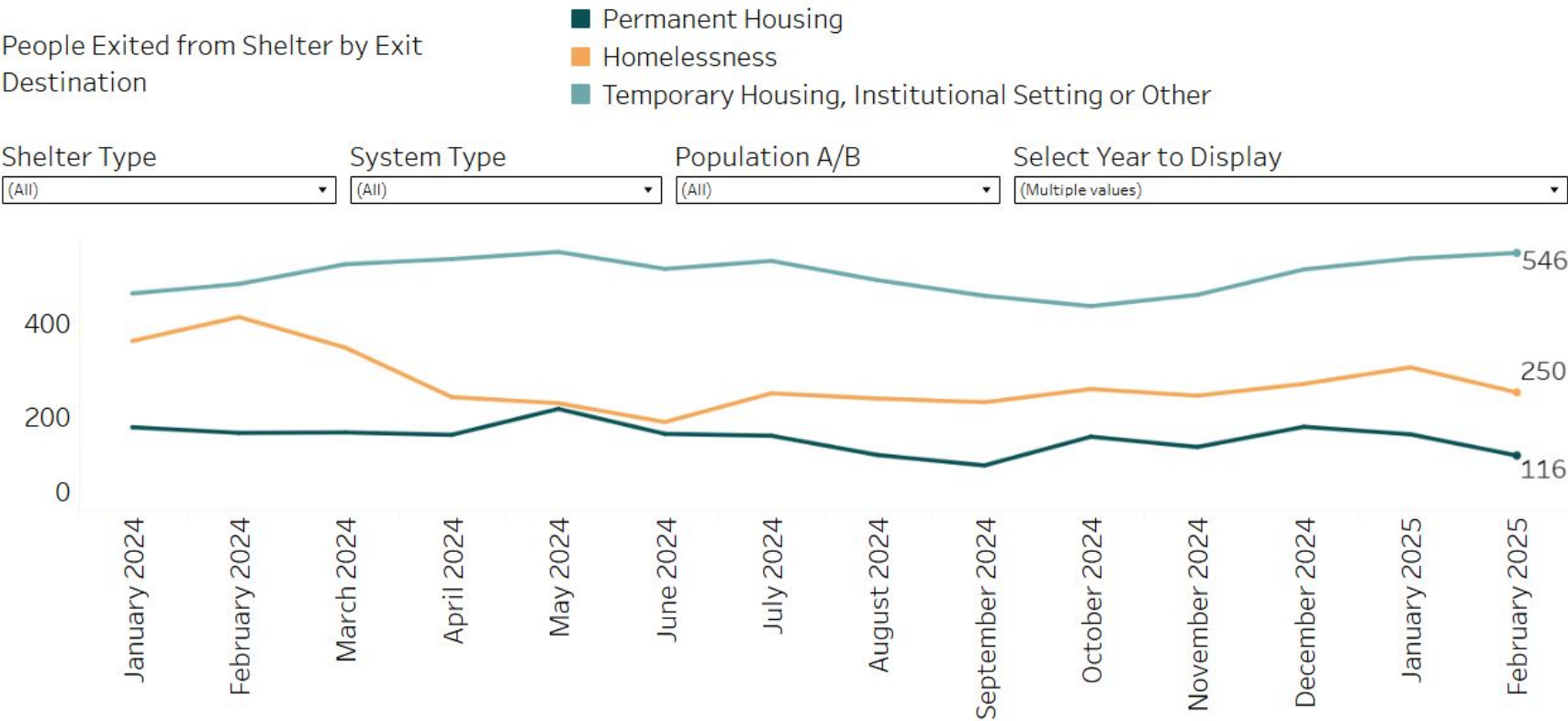|	
Housing First Approach	Required in all HSD Contracts
Safe and Appropriate Diversion	Primarily focused on folks in housing or institutions, but other examples include Ticket Home, Coordinated Access problem-solving
Immediate and Low Barrier Access	24/7 shelters, 4 Ps generally accommodated (some exceptions), mostly low barrier
Housing focused, rapid exit services	Some shelters have housing-focused services; in process to realign across the system
Data to measure performance	Currently measure length of stay, utilization, # of participants, exits to housing, etc. Focus on combined review

Shelter Data Collection and Review

91.7%
Shelter Occupancy Rate
in February 2025

Average Total Shelter Units — 2,457

Average Occupied Shelter Units — 2,254

Shelter Capacity and Occupancy

■ Average Occupied Shelter Units
■ Average Total Shelter Units

Select Year to Display
(Multiple values)

2,457

2,254

2,500
2,000
1,500
1,000
500

January 2024 February 2024 March 2024 April 2024 May 2024 June 2024 July 2024 August 2024 September 2024 October 2024 November 2024 December 2024 January 2025 February 2025

Shelter Data Collection and Review

People Exited from Shelter by Exit Destination

Legend:
- Permanent Housing
- Homelessness
- Temporary Housing, Institutional Setting or Other

Shelter Type: (All)
System Type: (All)
Population A/B: (All)
Select Year to Display: (Multiple values)

Shelter Data Review by Agency: Future*

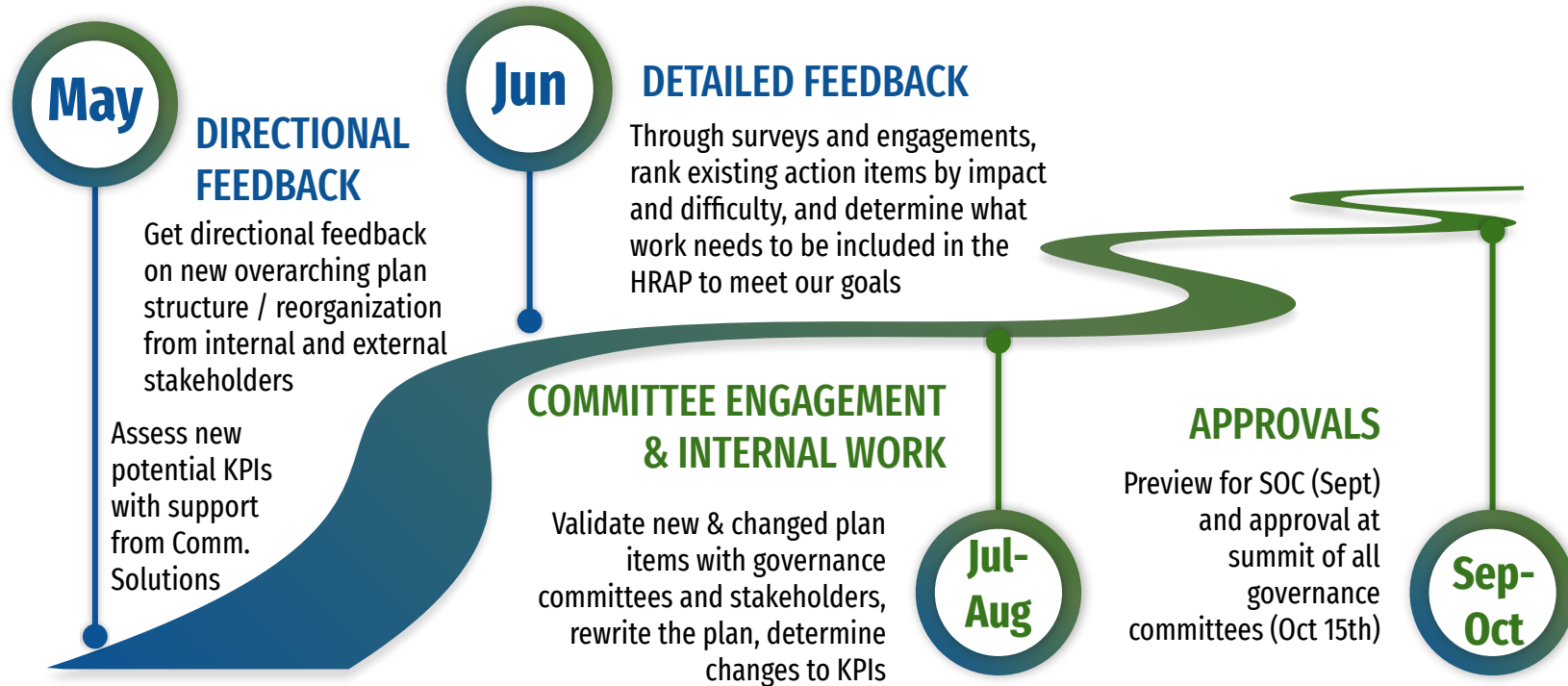**Template using "Dummy Data"**
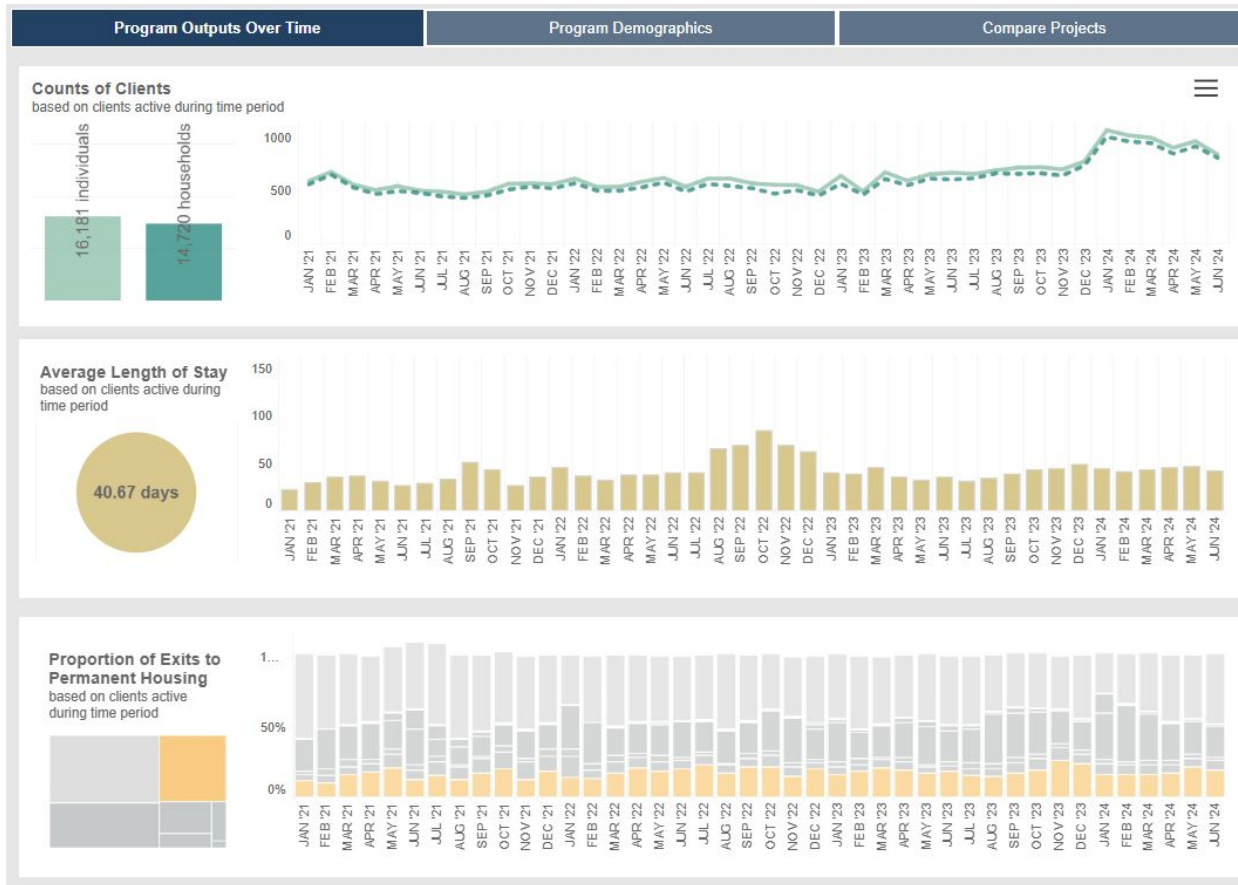
Many shelter contracts have LOS goals already

*data already collected and reviewed; automatic dashboards being built.

SOC – Preview of Remainder of 2025

Month	Topic
June 6	1. Goal: Report out on work related to By Name List and Key Performance Indicator Conversations. 2. IMP COM & CAC recommendations, May Quarterly Report (Housing Placement focus) 3. Community Advisory Appointments
July 18	1. Shelter Continuum - Cost, Services & Outcomes
August 22	1. Shelter Continuum - Cont'd 2. August Quarterly Report
September 19	1. HRAP 2.0 Preview 2. Key Performance Metrics
October 15	1. Summit: Year in Review 2. HRAP 2.0 Approval: Looking ahead

HRAP 2.0 Draft Timeline

May

DIRECTIONAL FEEDBACK

Get directional feedback on new overarching plan structure / reorganization from internal and external stakeholders

Assess new potential KPIs with support from Comm. Solutions

Jun

DETAILED FEEDBACK

Through surveys and engagements, rank existing action items by impact and difficulty, and determine what work needs to be included in the HRAP to meet our goals

COMMITTEE ENGAGEMENT & INTERNAL WORK

Jul-Aug

Validate new & changed plan items with governance committees and stakeholders, rewrite the plan, determine changes to KPIs

APPROVALS

Sep-Oct

Preview for SOC (Sept) and approval at summit of all governance committees (Oct 15th)