

Follow-up Questions from Board Budget Work Session #9

Several questions reference slides within our presentations. We denote which in the question. For a digital copy of our slide deck, please see the following:

(#1) [JOHS Department Budget presentation](#)

(#2) [JOHS Follow-Up Budget Work session presentation](#)

1. What is the plan in FY25 for the funds that were earmarked for the TASS in FY24?

The plan for the funds that were earmarked for the Temporary Alternative Shelter Sites (TASS) in FY24 is to carry over any unspent funds to FY25. These funds will then be utilized for the TASS in FY25.

2. What are the homelessness inflow number projections (de-duplicated and duplicated/all)? Actions should result in net reduction.

Within JOHS we are not able to perform that level of predictive modeling with our current capacity. We'd be interested in discussing further what it could look like to engage in such work, but were not able to produce a predictive model for you all. However, slides 24 - 27 of [JOHS Follow-Up Budget Work session presentation](#) show one small example of what inflow and outflow has looked like *for one population*, as well as a thought experiment of what numbers would have looked like with additional outflow but no change to inflow. As noted in slide 27, inflow is very difficult to predict, and is related to many factors outside the purview of JOHS. The Homelessness Response Plan does address several items related to inflow, including eviction prevention and stopping inflows from hospitals, carceral institutions and foster care.

3. Regarding Inflow/Outflow presentation: What is the reasoning for increasing placement by 30 people in slide 26 (#2). Is there a formula that changes the trendline?

The review of changes in outflow was a thought experiment to show potential impact. The population shown was not the full population of people experiencing homelessness, but an example based on people experiencing chronic homelessness. The choice to show thirty additional placements was not based on a formula, as JOHS does not have the capacity to perform the kind of predictive modeling of inflows and outflows that would be required for such a formula. JOHS remains interested in the idea of this modeling, which would require both an increase in capacity and a multidisciplinary approach.

The FY 2025 proposed budget funds 300 additional placements into housing next year, along with 401 additional permanent supportive housing units, as well as 250 additional units of shelter. All of these investments will support increased outflow from homelessness.

4. Slide 31 (#1): At some point, are SRVs moving over to the County to be supported with SHS dollars?

This is being negotiated as part of the city-county IGA negotiations.

5. Slide 37 (#1): What's the difference between placement and retention? What is the impact on the number of homeless individuals both in its entirety and specifically the unsheltered homeless population?

Please see slides 28-30 of the [JOHS Follow-Up Budget Work session presentation](#)

Note that the analysis that went into Slide 29 is ad hoc and we were not able to go through our usual quality control process. We have not institutionalized the concept of “sustained” in this way before and it will need more quality control work before we would use this kind of measure more widely. We will work towards being able to report on this more regularly moving forward, and will consider this as we design our new dashboards.

Importantly, this is very different from our “retention” metric that we report publicly, and which we shared at our previous budget work session (see Slide 30). There, we use the term “retention” to indicate housing retention post-subsidy, i.e., when people exit our support programs, are they maintaining that housing.

6. Slide 42 (#1): What, if any, is the residency requirement for PSH?

There are no residency requirements for eviction prevention or any other County rent assistance programs.

There are no residency requirements for PSH. SHS-funded PSH programs have intentionally been designed to be low barrier so that we can flexibly serve the most vulnerable community members who are presenting in the system and meet basic eligibility requirements (head of household has a disabling condition and is experiencing or at imminent risk of experiencing long-term literal homelessness).

7. Slide 46 (#1): Why is HMIS funded through regional strategy investment fund and how quickly will we see an improved data system up and running? What can we expect in terms of data collection in FY25 and when can we expect a better HMIS system?

Please see slide 23 of the [JOHS Follow-Up Budget Work session presentation](#)

8. Are we able to see how many individuals specifically access day centers? How many individuals access day centers monthly?

Currently, Transition Projects, Inc. is the only provider that collects information on their day center (Bud Clark Commons) into HMIS. During FY 2023, that day center served an average of 981 unduplicated people a month.

Other providers provide information on day services in their semi-annual reports, and JOHS is asking providers in the recent expansion of day services to track service data, including people served, but that data is not yet ready to report.

9. How many of the ~11,000 homeless individuals will be reduced as a result of the proposed FY25 budget? What is the trajectory of individuals through the system?

Within JOHS we are not able to perform that level of predictive modeling with our current capacity. We’d be interested in discussing further what it could look like to engage in such work, but were not able to produce a predictive model for you all. However, slides 24 - 27 of [JOHS Follow-Up Budget Work Session presentation](#) show one small example of what inflow and outflow has looked like *for one population*, as well as a thought experiment of what numbers would have looked like with additional outflow but no change to inflow. As noted in slide 27, inflow is very difficult to predict, and is related to many factors outside the purview of JOHS. The

Homelessness Response Plan does address several items related to inflow, including eviction prevention and stopping inflows from hospitals, carceral institutions and foster care.

10. Question regarding the Supply Center program offer 30211: is any of the \$2M for tents/camping gear for JOHS or provider to distribute? As we ramp up our community shelter strategy/TPM comes into force, what is the county's policy next year on tents and camping?

JOHS is not making any policy changes next year around supplies from the supply center. The FY 2025 budget for purchasing supplies is \$750,000, and we purchase supplies, including tents, which are crucial for survival during extreme cold events, based on need and circumstances.

11. How much of the lottery dollars are being spent on homeless services? Which programs are being supported by lottery dollars?

The Joint Office of Homeless Services (JOHS) programs a portion of the Video Lottery Fund allocated to Multnomah County to be used in alignment with economic development goals in accordance with ORS 461.512. JOHS programs funded by Video Lottery include: Benefits and Entitlements Specialist Team (BEST) staffing, Employment and Career Coaching (EOP), Employment Rent Assistance including culturally specific housing placement and eviction prevention, Rose City Resource Guide, etc

JOHS received \$3.8M in video lottery funding, below are the program offers that receive video lottery:

Program #	Program Name	Amount
30500	Diversion Services	\$575.5K
30600	Employment Programs	\$1.8M
30300	Housing Placement & Retention - Adults & Women Households	\$1.3M
30100	System Assess, Assessment, & Navigation	\$145.0K
Grand Total		\$3.8M

12. How much SHS funding is being spent on recovery housing? Transitional housing (and the details)?

Health Department has the majority of the recovery housing investments.

FY 25 JOHS has 8 investments in recovery housing **and/or** transitional housing in the amount of \$3.16M funded by SHS.

13. Does the General Fund in use by the JOHS budget account ONLY for the General Fund generated by the indirect cost revenue from SHS funds? Are any additional General Fund dollars support the JOHS?

The general fund used by the JOHS budget does not solely comprise the indirect cost revenue from SHS funds. JOHS receives an annual allocation for the general fund, as well as, the department receives a portion of video lottery and indirect revenue from other funds such as state/fed and SHS. The general fund allocation, video lottery and indirect revenue makes up the JOHS general fund support.

14. Describe where the increase in day center funding has been placed programmatically. The Board directed new money via SHS there last fall and I'm interested in how the funds were split between JOHS programs.

Program #	Program Name	Amount
30200	Safety off the Streets - Adult Shelter	\$3.1M
30205	Safety off the Streets - Youth Shelter	\$320.3K
Grand Total		\$3.4M

15. What are the JOHS asset goals, especially regarding shelters? How many sites do we currently own and how many do we lease and what are the targets for FY25 and in out years?

Table 1: County Owned Facilities - Completed and Operational

Shelter	Current Use	Unit Capacity-Budgeted
Gresham Women's Shelter 16141 E Burnside St	Congregate Adult	90
Motel 6 Gresham - Stark 18323 SE Stark S	Motel Adult	43
Walnut Park 5411 NE MLK	Congregate Adult	80
Wy'East DCJ East County - South 1415 SE 122nd S	Congregate Adult	100

Table 2: County Owned Facilities - In Development

Table 2 includes properties that have been purchased by JOHS and are in development

Shelter	Proposed Use	Unit Capacity-Budgeted
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Cook Plaza 19415 SE Stark	Day Center / Alternative Shelter (Pods)	20 - 28 pods, depending on the final design. Includes Day Services space and space for up to 100 inclement weather shelter beds.
Harrison 1818 SE 82nd	Option 1 =Alternative Option 2 = Safe Park	30
Montavilla Safe Park 333 SE 82nd	Alternative (Safe Park)-not yet operational	30
Arbor Lodge 1952 N Lombard St	Congregate / Alternative Adult - Not Operational	88 / 18

Table 3: County Leased Facilities - Use Defined

Table 3 describes the JOHS portfolio of leased properties, including those with room block agreements.

Shelter	Use	Unit Capacity- Budgeted
Banfield Motel 1525 NE 37th Ave	Motel Adult	53
Chestnut Tree Inn 9699 SE Stark St	Motel Adult	55
Greyhound 550 NW 6th Avenue	Congregate Adult	96

Laurelwood 6130 SE Foster Rd	Congregate Adult	120
Lilac Meadows 7740 SE Powell Blvd	Motel Family	39
Market Street 120 SE Market St	Congregate Adult	110
Palms Hotel 3801 N Interstate Ave	Motel Adult	44
Barbur Blvd. Motel Shelter 10450 SW Barbur Blvd	Motel Adult	41
PVI E - 82nd 1707 NE 82nd Ave	Motel Adult	40
Rodeway Rosewood 9727 NE Sandy	Motel Adult	120
PSH Bridge Housing 8 121 NE 181st Ave	Motel Adult	44

JOHS has a goal of adding 250 units of shelter this fiscal year in addition to the 555 funded in FY 2024. These units will be a combination of shelter types and models to fit different community needs (motels, congregate, and alternative shelters). JOHS is issuing a Request for Proposals for purchase and/or lease of motels in support of its sheltering goals in the coming weeks. Upon receipt of submissions, JOHS will work with the Department of County Assets and other partners to review which motels meet our community and strategic goals, and will perform ROI analysis on lease vs purchases decisions.

16. Rockwood CDC beds. When we buy beds how does that work? Who refers people to these beds? Do they have capacity for us to buy more beds? What happens to beds if we don't utilize them? Do we still pay for them?

When we "buy" shelter units in the case of a provider like Rockwood CDC, we are funding operating costs associated with a shelter unit. We also fund capital costs in some, but not all, cases. We don't purchase "beds" in the family system, but "units" are referred to as rooms. Because the family system approach provides rooms rather than congregate sheltering to support the normalization of the family experience, the number of beds fluctuates based on the size of the family, and bed configurations are adapted to meet the needs of the family. Current average family size is 3.2, however we have seen families up to 12 family members in FY24.

All referrals to family shelter are centralized through 211, who manages the family shelter system waitlist on behalf of the county. JOHS contracts with service providers who support families while on the waitlist in accessing other resources or alternatives, and confirms continued eligibility for family shelter. There are times where rooms are temporarily vacant, generally very brief as one family moves out and another is identified for an opening, or a maintenance needs requires a room to be offline temporarily. We are paying for the rooms to be available for families year-round.

Our hope is that our existing providers are interested in expanding their programming as part of the upcoming shelter expansion project, however, for most, this would require new facilities given their current facilities already maximizes the space possible.

17. What is Bybee Lakes model? I know people can go into short term shelter there, but then are they required to transition to a longer term program where they are required to pay rent?

Bybee Lakes operates two distinct programs, their low barrier emergency shelter program with a 30 day stay, and their longer term "reentry program" which is also emergency sheltering but with higher barriers and many mandatory program participation requirements. JOHS funds both models. There's not separate beds for each program. The distinction just refers to the program stage that the client is in, not the units.

18. Can you expand on what specifically we are doing regarding landlord retention/recruitment

Housing Multnomah Now- Landlord Recruitment and Retention: HMN landlord engagement providers (Housing Connector, IRCO, New Narrative and Somali Empowerment Circle) have been meeting weekly to coordinate outreach to landlords and property managers. Housing Connector is the technical hub providing a Zillow database for housing providers to streamline access to low barrier, affordable units. In addition, Housing Connector provides landlords and property managers with incentives such as risk mitigation, serving as a single point of contact for concerns, access to the HC housing stability team, incentive and risk mitigation. IRCO, New Narrative, and Somali Empowerment Circle provide culturally specific outreach and local expertise. All four providers support engagement with property managers and landlords and provide education about rental subsidies associated with HMN.

Regional Risk Mitigation Program: a regional program administered by the Housing Development Center to support owners and landlords working with households who receive rent assistance through the RLRA program. The RMP allows property owners who provide high quality housing through tenant- or project-based RLRA vouchers within the Metro boundary to request reimbursement for excessive physical damages or operational losses.

New Narrative Landlord Liaison Program: New Narrative is building out a program to establish and maintain relationships with landlords and property managers to identify and maintain housing opportunities for households with tenant-based RLRA vouchers. The team is working to establish a network of landlord partners, provide incentives to landlord partners willing to rent to

RLRA voucher holders, and provide ongoing support to ensure strong communication and effective working relationships exist between landlords and PSH service providers.

Agency Leasing: SHS funds are supporting agency leasing programs across five organizations (Cultivate Initiatives, JOIN, New Avenues for Youth, Urban League and Transcending Hope). These programs employ a range of models to support housing connection for households for whom private market landlords are unlikely to rent due to significant barriers such as criminal history and past evictions. Service providers partner with landlords/owners to lease housing units in the private rental market, and then sublease units to program participants.

TCPB Landlord Regional Work

- [Tri-County Planning Body landlord recruitment goal](#) - here is the full implementation plan that the tri counties are working to implement with Metro through the RSIF
 - Strategy 1: communication and education plan
 - Strategy 2: align financial incentives
 - Strategy 3: tracking and access to unit inventory
 - Strategy 4: prioritize quality problem solving services
 - Strategy 5: investigate needs for property management

19. Can we get a breakdown of Regional Strategic Investment Fund money that we will be allocating?

Please see slide 22 of the [JOHS Follow-Up Budget Work session presentation](#).

20. Are we going to apply for Project Turnkey funding? Have we thought about specific hotels/motels?

It is too early to know if and how much money is going to be available. If funds are made available by the legislature, JOHS would apply. JOHS will be issuing a Request for Proposals for lease/purchase of motels in the upcoming weeks, as part of the strategy to add a combination of shelter types and models to fit different community needs. JOHS will review these proposals

21. Are our shelters full now? When will the Shelter Application be ready? With City of Portland's new camping ordinance who/how will they contact shelter providers to see if there are vacancies?

The JOHS website includes a Shelter Utilization tracker that shows utilization for a large subset of public shelters, and as of March 2024 average daily utilization was 92.5%.

We anticipate a pilot of the Shelter Availability Tool in August 2024. We are still working through the details of who will have access to this tool and how it will be used by community stakeholders.

22. Regarding budget presentation slide #75 showing cost of shelter by bed type. While some bed types are more expensive than others do we know what long term outcomes are by shelter type, i.e, does that mean that congregate shelter participants return to

homelessness more often and that we are churning people through (efficacy). What is that cost?

As noted in Question X, we review returns to homelessness in a few ways, but we do not currently track returns to homelessness by shelter model. As we review options for adding shelter our system, we will be balancing cost, timing, service needs, and anticipated outcomes to ensure we are creating a balance of shelter options that is efficient in terms of both cost and the ultimate goal of helping people on a pathway to housing.

23. Could you share a copy of the original SHS Measure

[Original text of referral to ballot](#)

24. Have these services been deemed okay by legal?

For FY25 budget, all the proposed uses of SHS revenues in the County budget, whether the program is administered through JOHS or another county department, are legally allowable. We have confirmed that with the County Attorney.

25. What is the definition of permanent housing?

Metro provided a [memo](#) in February with their legal analysis of what constitutes allowable and disallowable housing expenses. That memo is attached with these responses.

26. MeDo we have a chart that tracks the source of the inflow, the major reasons that people are entering the homelessness system? Do we have a theory of change about what drives the inflow?

We do not have a chart that shows the detailed reasons why people are becoming homeless in our community, as that data, which is more qualitative, is not collected systematically at this time. [This recent in-depth study of reasons why people became homeless in the State of California](#) found that 49% of people who became homeless were living in informal arrangements (without a lease, doubled up, etc.) in the six months prior to becoming homeless, 32% entered from a lease they held, and 19% entered from institutional settings. Among the reasons cited for leaving their most recent housing, common reasons for leaving included lost or reduced income, high housing costs, illness or death of a family member, conflict with other residents, issues related to substance abuse and health

27. Request that we have geographic understanding of who is using which shelters.

Within the family system, 211 does ask where a family geographically is from as part of the triage into the shelter system because they want to keep families and children specifically in their communities, although that is not always possible

This is not a common practice across the entire shelter system. We do capture the last place slept in HMIS, but that is focused on type of location (outside, doubled up, etc.) and not geographic location. We do not track the most recent previous location/neighborhood for people accessing shelter, with the exception of certain shelter beds that are reserved for specific locations.

As more shelter units are brought online, we will be undergoing policy discussions around geographic equity and shelter access

28. Do you have the breakdown of the specific needs of individuals on the by-name list?

The By-name list is a list of individuals in the system who are engaged in services, on some level, and it is also a list used for case conferencing with an eye towards matching people with needed housing and supports. This case conferencing allows for more in depth awareness of their needs. We do not have in-depth detail on the service needs of every individual, but intake and assessment information allows us to understand quite a bit about an individual's needs. We do not have aggregate reports of the discrete needs of each individual at this time.

29. Desire to see returns to homelessness broken out from inflow.

As part of our Built for Zero efforts we currently track the monthly “inflow” of people entering chronic homelessness, including those who are returning to homelessness from housing placements. Please see the [“Inflow and Outflow”](#) portion of our Built for Zero website.

While our community only started reporting these numbers recently, we are able to look back as far as October 2021. Through these calculations, we can identify that individuals returning to chronic homelessness after receiving a housing intervention make up a relatively small portion of the total inflow each month. On average, this category of inflow represents 10.5% (FY22), 10.8% (FY23) and 6.6% (FY24) of the total inflow over each FY. The total inflow from all Built for Zero reporting categories between August 2022 and February 2024 was 4772. The total number of individuals who returned to Chronic Homelessness from Housing (by definition of Population A standards) for this period represented 8% of the overall inflow, a total of 395 people.

The Joint Office’s Built for Zero team is currently designing an Inflow Analysis that will look further into our data and identify the demographic breakdown of our inflow categories. We hope to provide additional insight as to why this metric is increasing overall.

The JOHS System Performance Report also tracks returns to homelessness from most programs at 12, 15, and 18 months in quarterly system performance reports. This can be found on the “Returns to Homelessness” tab of each System Quarterly report (the FY 2024 Quarter 3 report is [here](#)).

30. How do we track people who enter and exit multiple times

If a person enters and exits shelter multiple times, they would be shown to be entering and exit shelter program(s) multiple times, and this would impact both our exit from shelter data and our length of stay data. For shelters with a truly nightly model (like some of our youth shelters), this complicates our ability to understand true shelter exits, and is a data problem we are working on in our data modernization efforts.

Please see the response to question 31 for more detail on tracking returns to homelessness.

31. Can people receive long-term rent assistance without services attached - or are providers required to include services if people receive long term rent assistance funded by SHS?

All JOHS-funded long-term rent assistance comes with some level of service attached. This can range from lighter-touch retention and eviction prevention services to more intensive Permanent Supportive Housing services. Some long-term rental assistance is paired with existing services - for example, there is a partnership between Home Forward and DCHS to match families

connected to the Multnomah Stability Initiative program with SHS-funded Regional Long-term Rent Assistance

32. Is the strategy for Pop A like how we have solved veterans?

Our Built for Zero strategy for Pop A is very similar to our Veterans initiative. Generally most communities start Built for Zero with Veterans as their focus community to achieve functional zero. However, the entirety of strategies for the whole Population A group will have some differences, because Population A is a much larger population and many more organizations are involved.

33. When is the transition to the new HMIS system? I would like an estimated timeline for procurement and implementation?

Please see slide 23 of the [JOHS Follow-Up Budget Work session presentation](#).

JOHS and DCA, in partnership with an outside consultant with expertise in this kind of system and procurement, are launching the procurement process for a new HMIS system in late summer 2024. The procurement for a regional enterprise data such as this averages 6 months to a signed contract, depending on contracting capacity. The length of time is essential to ensuring that the network of stakeholders is able to review options and ensure that the system we choose meets our needs. After contract signing the process to build, implement and train on the new system typically averages between 18 and 24 months.

34. Can you provide the breakdown of funds that show the investments by Population A and Population B?

JOHS reports program spending broken down into Population A and B to Metro annually, and is currently working with Metro, Washington, and Clackamas Counties to confirm the methodology for this reporting. [Attached](#) with this set of questions is the report out of spending by Population A and B for FY 2023. JOHS will continue to report this information moving forward.

35. It would be nice to show with each program offer to show how it applies to the LIP priority areas (e.g., youth and family services utilizing some of the SHS dollars) and demonstrates to get to a designated target goal.

JOHS is in the process of finalizing our SHS Annual Work Plan for FY 2025, but it will not be finalized until the FY 2025 budget is adopted. When completed, we will send the final SHS Annual Work Plan for FY 25 that includes goals and objectives for the fiscal year that link to the County's overall LIP goals.

36. Re SHS and the Metro housing proposal: there's nothing currently anticipated regarding any possible changes to SHS in this proposed budget. What is the outlook for any changes to SHS and when would those happen and how do we plan for them?

Metro leadership recently proposed to redirect a portion of SHS funding away from homeless services and into affordable housing. If this proposal moves forward, it would reduce the level

of SHS funding delivered to Multnomah County and require the County to cut or eliminate current or planned services and programs. Any changes in SHS funding would require voter approval and would most likely not take effect until FY 2026, so we don't anticipate a direct impact on FY 25 SHS funding levels.

37. Beason: Is long-term rent assistance happening in other program offers? Which program offers include long term rent assistance?

The following program offers include long-term rent assistance, although the program offers are not necessarily exclusive to long-term rent assistance

30100: System Access, Assessment, & Navigation

30400A: Supportive Housing

30400C : Supportive Housing - Local Bond Units and Site-Based Commitments

30400D: Supportive Housing -Tenant-Based Commitments

30400E: Supportive Housing - System Support

300400F: Supportive Housing - Local Bond Units and Site-Based Commitments - SHS Expansion

30401A: Supportive Housing - Behavioral Health/Medical Housing

30402: Supportive Housing - Local Long Term Rental Vouchers

30403: Supportive Housing - Families

30404: Supportive Housing - Youth

30405: Supportive Housing - Domestic Violence

30406: Supportive Housing: Frequent Users System Engagement

JOHS will provide responses to the following questions by Friday May 31, 2024

- 1. Request for how unanticipated SHS revenues were spent and how it was allocated.**
- 2. Beason: What is the average amount of time people on long-term rent assistance are on the program?**
- 3. Breakdown of shelter exits for those who do not exit to housing**
- 4. What is the change in family shelter numbers over time? Are there any projected trends in that system type? What is the change in family shelter numbers over the last 10 years? Are the requests for family shelter increasing, decreasing or remaining stable? Are there any trends regarding families and homelessness in the region?**