

Homelessness Response System

Homelessness Response Action Plan

Goal and Action Item Responsibilities by Role

Please direct inquiries to hrapfeedback@multco.us

Multnomah County

GOAL 2: Quickly increase the number of shelters using best practices and housing inventory. Define roles and responsibilities for shelter operators.

STRATEGY 1: Create a countywide comprehensive plan that includes sited services and housing.

Action Item	Due Date	Responsible Team
2.1.1 Engage in community planning process to create a two-year sheltering strategic plan.	March-24	Multnomah County
2.1.3 Create a tool to identify potential locations for the siting of potential affordable housing, congregate and alternative shelters, and behavioral health services, and regularly update based on estimated need, using best practices as outlined in Oregon Housing and Community Services (OR Housing and Community Services) and federal Department of Housing and Urban Development (HUD) plans.	August-24	Metro, City of Portland, Multnomah County

GOAL 3: Increase access to appropriate levels of behavioral health supports and reduce barriers to access.

STRATEGY 3: Increase the number of outpatient treatment beds and services.

Action Item	Due Date	Responsible Team
3.3.2 Add 150 beds to include residential SUD, withdrawal management and dual diagnosis beds. (Funding appropriated through the 2024 Oregon legislative session will allow short-term expansion to begin this work, with additional data-driven funding likely to be allocated through future legislative action.)	June-25	Coordinated Care Organizations, Multnomah County, OR Legislature, State of OR
3.3.3 Open a 24/7 drop-off/sobering center for first responders that offers co-occurring conditions treatment and support for people who have exited withdrawal management or acute psychiatric services but warrant additional stabilization, OR those who do not present conditions that are acute enough for higher-level services but still warrant stabilization.	TBD	Coordinated Care Organizations, City of Portland, Multnomah County, OR Legislature

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 3: Improved navigation for those exiting corrections to gain housing.

Action Item	Due Date	Responsible Team
4.3.3 Expand and provide ongoing funding for the Stabilization and Readiness Program, which assists with treatment, stabilization, skill development and case management services for individuals with severe and persistent mental illness who have been involved in the justice system.	July-24	Department of Community Justice, Multnomah County

GOAL 5: Use the right dollars for the right service – including Medicaid dollars, employment support dollars and infrastructure dollars – to increase our federal match and reduce the competition for dollars based on the source. Invest dollars in services that create long-term stability.

STRATEGY 1: Maximize federal funding for coordination, navigation and supportive housing services.

Action Item	Due Date	Responsible Team
5.1.2 Conduct analysis of current supportive housing providers and develop a six-month plan to bill for Medicaid eligible services. Build on Congregate Housing Services Program (CHSP) for housing stability supports.	April-25	Coordinated Care Organizations, Multnomah County

GOAL 6: Increase the production of affordable housing.

STRATEGY 1: Streamline, Incentivize and Finance housing development

Action Item	Due Date	Responsible Team
6.1.2 Expand housing incentives under the Inclusionary Housing/MULTE program to ensure that more mixed- income housing (including 0-60% AMI units) is built.	February-24	City of Portland, Multnomah County
6.1.3 Expand housing incentives for HOLTE to spur the development of affordable homeownership production.	February-24	City of Portland, Multnomah County

GOAL 8: Establish a new governance structure that aligns strategies, resources and outcome measurements; clarifies roles and responsibilities; and extends the table to include nonprofit and private systems serving common populations and with additional resources.

STRATEGY 1: Establish goals, priorities, and governance.

Action Item	Due Date	Responsible Team
8.1.2 Agree on updated City-County Joint Office of Homeless Services IGA.	June-24	City of Portland, Multnomah County

Additional and Future Considerations for the Homelessness Response System

2. Rework voucher and assistance programs

Action Item	Due Date	Responsible Team
A.2.4 Voucher/long-term rental assistance overhaul: Offer a grace period or expanded timeline to use vouchers in response to the tight housing market.	October-24	Multnomah County, State of OR

3. Develop a plan to increase and retain employees currently working in the system

Action Item	Due Date	Responsible Team
A.3.2 Establish a workgroup with labor, employers and community partners who have training and recruitment investments to evaluate changes to wages, benefits, and training to recruit and retain workers.	September-24	Multnomah County
A.3.4 Evaluate funding contracts specifically to increase wages and training.	April-25	Multnomah County, State of OR

5. Expand outreach and engagement services at key locations

Action Item	Due Date	Responsible Team
A.5.1 Fund outreach services at library locations.	June-24	Multnomah County

Homelessness Response System

GOAL 1: Establish system-wide housing navigation, care coordination and crisis intervention capability.

Action Item	Due Date	Responsible Team
1.1.1 Establish and implement a Homelessness Response System, which is responsible for mobilizing the various jurisdictions, departments, stakeholders and service providers toward the implementation of this Homelessness Response Action Plan and the goals herein.	May-24	Homelessness Response System
1.1.2 Build upon existing Joint Office of Homeless Services data improvement framework to set a vision for an integrated network, establish key leads and roles, and approve initial work plan. Work plan to include data strategy, long- and short-term goals, and any additional staff or financial resources to support work.	March-25	City of Portland, Homelessness Response System, Joint Office of Homeless Services, Metro, OR Housing and Community Services, Portland Housing Bureau
1.1.3 Develop an outreach and engagement strategy workgroup and steering committee similar to the Community Sheltering Strategy.	July-24	Coordinated Care Organizations, Homelessness Response System,

Action Item	Due Date	Responsible Team
		Oregon Health Authority
1.1.5 Review and strategize on needed changes to the referral and placement system to navigate individuals leaving institutional healthcare systems to the appropriate setting for their needs.	September-24	Joint Office of Homeless Services, Homelessness Response System
1.1.6 Create lower-barrier, more accessible, and self-reporting documentation requirements for program eligibility for individuals with disabilities.	December-24	Homelessness Response System

GOAL 2: Quickly increase the number of shelters using best practices and housing inventory. Define roles and responsibilities for shelter operators.

STRATEGY 3: Increase stabilization and supports for supportive housing providers.

Action Item	Due Date	Responsible Team
2.3.3 Develop and implement Housing Support Team to provide onsite and mobile crisis response services to bridge nights, weekends and tenants otherwise disconnected from care to increase housing stability and prevent eviction.	July-25	Multnomah County Health Department, Homelessness Response System, Joint Office of Homeless Services

STRATEGY 4: Align landlord incentives to provide housing.

Action Item	Due Date	Responsible Team
2.4.1 Assess opportunities to align local, regional and statewide landlord incentives.	September-24	City of Portland, Homelessness Response System, Joint Office of

Action Item	Due Date	Responsible Team
		Homeless Services, Metro, OR Housing and Community Services, Portland Housing Bureau

GOAL 3: Increase access to appropriate levels of behavioral health supports and reduce barriers to access.

STRATEGY 4: Explore and begin funding any “shovel ready” projects that could increase bed capacity in behavioral health.

Action Item	Due Date	Responsible Team
3.4.1 Complete environmental scan of shovel ready projects with estimated cost, type, bed capacity, timeline, etc.	April-24	Coordinated Care Organizations, Homelessness Response System, Multnomah County Health Department

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 2: Improve access to behavioral health treatment in corrections systems.

Action Item	Due Date	Responsible Team
4.2.2 Develop a community of practice for standardized deflection programming to meet needs of a changing Measure 110 environment. That includes an assessment of deflection program capacity within residential SUD programming, as well as housing and treatment care models within each County correctional jurisdiction. Model the estimated diversion system capacity increases required to meet changing thresholds for drug possession and distribution charges in the Measure 110 environment.	August-24	Coordinated Care Organizations, Homelessness Response System, Multnomah County Health Department, Multnomah County Sheriff's Office

STRATEGY 3: Improved navigation for those exiting corrections to gain housing.

Action Item	Due Date	Responsible Team
4.3.1 Conduct Assessment & Referral Center/Transition Service Unit needs analysis to determine changes and capacity needs to prevent all people leaving incarceration from entering homelessness.	June-24	Department of Community Justice, Homelessness Response System
4.3.2 Expand the Transition Services Unit to include Coordinated Care Organizations and assign housing navigators to those exiting Corrections.	February-25	Coordinated Care Organizations, Department of Community Justice, Homelessness Response System, Multnomah County Sheriff's Office

STRATEGY 4: Improved navigation services designed specifically for foster youth.

Action Item	Due Date	Responsible Team
4.4.1 Ensure a housing navigator is assigned to all transition-aged youth.	TBD	Homelessness Response System, State of OR
4.4.2 Connect case managers to housing navigation systems.	TBD	Homelessness Response System, State of OR

GOAL 5: Use the right dollars for the right service – including Medicaid dollars, employment support dollars and infrastructure dollars – to increase our federal match and reduce the competition for dollars based on the source. Invest dollars in services that create long-term stability.

STRATEGY 1: Maximize federal funding for coordination, navigation and supportive housing services.

Action Item	Due Date	Responsible Team
5.1.3 Pilot project of mobile crisis response teams and outreach providers begin billing Medicaid for allowable services. Pilot program establishes the appropriate mechanism to receive FQHC reimbursement to provide resources to expand the service countywide.	TBD	Coordinated Care Organizations, City of Portland, Homelessness Response System, Oregon Health Authority

STRATEGY 2: Leverage additional federal support to enhance delivery of behavioral health services.

Action Item	Due Date	Responsible Team
5.2.2 Seek federal support for paying for pre-treatment behavioral health and SUD services.	TBD	Homelessness Response System, State of OR

Action Item	Due Date	Responsible Team
5.2.3 Establish mechanisms for presumptive eligibility for mobile crisis and street medicine services.	TBD	Homelessness Response System, State of OR
5.2.4 Seek federal support for behavioral health providers, SUD providers and other appropriate community organizations to upgrade their clinical information systems.	TBD	Homelessness Response System, State of OR
5.2.5 Incentivize current behavioral health and primary care groups to expand and reduce denials. Enforce and encourage existing providers to reduce denials.	TBD	Homelessness Response System, State of OR

STRATEGY 3: Leverage workforce investment dollars to move people into full time employment.

Action Item	Due Date	Responsible Team
5.3.3 Place 200 individuals currently experiencing homelessness or living in transitional housing in supportive employment.	TBD	State of OR, Homelessness Response System

STRATEGY 4: Conduct a system mapping of existing services.

Action Item	Due Date	Responsible Team
5.4.1 Orient, align, and fund current and future service contracts toward Homelessness Response System goals and outcomes focused on equity.	December-24	Department of Community Justice, Homelessness Response System, Joint Office of Homeless Services, Multnomah

Action Item	Due Date	Responsible Team
		County Health Department
5.4.3 Complete a provider and population-specific system mapping of existing services, including outcomes toward goals.	March-25	Homelessness Response System

GOAL 7: Improve data and analytics across the system to measure progress and enhance use of physical and financial resources.

STRATEGY 1: Establish and share clear definitions.

Action Item	Due Date	Responsible Team
7.1.1 Coordinate with Metro, Clackamas and Washington counties, and Portland Housing Bureau to define permanent supportive housing.	June-24	Homelessness Response System, Joint Office of Homeless Services, Metro
7.1.2 Define and communicate consistent language to describe services.	July-24	Homelessness Response System, Joint Office of Homeless Services

STRATEGY 3: Improve programming through continuous quality improvement and evaluation.

Action Item	Due Date	Responsible Team
7.3.1 Develop and implement plans for continuous quality improvement that is collaborative, data driven, responsive and rigorous. Require client feedback to refine and improve programming, communicate and support feedback loops, facilitate shared learning,	December-25	Homelessness Response System, Joint Office of Homeless Services

Action Item	Due Date	Responsible Team
cultivate a culture of continuous improvement, and support data use and improvements.		
7.3.2 Develop and implement an evaluation plan to examine short- and long-term outcomes for each service and housing program provided. The evaluation plan should integrate with the Joint Office of Homeless Services' evaluation framework and respond to three critical questions	December-25	Homelessness Response System

GOAL 8: Establish a new governance structure that aligns strategies, resources and outcome measurements; clarifies roles and responsibilities; and extends the table to include nonprofit and private systems serving common populations and with additional resources.

STRATEGY 1: Establish goals, priorities, and governance.

Action Item	Due Date	Responsible Team
8.1.1 Establish Governance Charter and membership for the Steering and Oversight Committee and Implementation Committee.	May-24	Homelessness Response System
8.1.3 Establish charter and membership for the Community Advisory Committee.	June-24	Homelessness Response System

STRATEGY 2: Implement Homelessness Response System Governance

Action Item	Due Date	Responsible Team
8.2.1 Launch Implementation Committee.	May-24	Homelessness Response System

Action Item	Due Date	Responsible Team
8.2.2 Launch Steering and Oversight Committee.	July-24	Homelessness Response System
8.2.3 Establish committee schedules, expectations and preliminary work plans. Map coordination and alignment opportunities to other existing oversight and advisory bodies.	July-24	Joint Office of Homeless Services, Homelessness Response System
8.2.4 Recruit and select Community Advisory Committee membership. Launch Committee.	August-24	Homelessness Response System

GOAL 9: Develop and implement a communication strategy.

STRATEGY 1: Create an effective and inclusive communication strategy to increase public awareness and engagement.

Action Item	Due Date	Responsible Team
9.1.1 Determine which metrics to track on a public dashboard, including data sources and parties responsible for tracking.	June-24	Homelessness Response System
9.1.2 Launch development of a webpage that houses the dashboard (see below) and other key elements of information, such as governance. The webpage serves as a homebase for information and clearly identifies the leads on each piece of work, and the current status.	June-24	Homelessness Response System
9.1.3 Launch email newsletter that updates partners, stakeholders and policy makers on key metrics and connects readers to the online dashboard.	July-24	Homelessness Response System
9.1.4 Dashboard is live.	October-24	Homelessness Response System

District Attorney's Office

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 2: Improve access to behavioral health treatment in corrections systems.

Action Item	Due Date	Responsible Team
4.2.2 Develop a community of practice for standardized deflection programming to meet needs of a changing Measure 110 environment. That includes an assessment of deflection program capacity within residential SUD programming, as well as housing and treatment care models within each County correctional jurisdiction. Model the estimated diversion system capacity increases required to meet changing thresholds for drug possession and distribution charges in the Measure 110 environment.	August-24	Coordinated Care Organizations, Homelessness Response System, Multnomah County Health Department, Multnomah County Sheriff's Office

Department of County Assets

GOAL 3: Increase access to appropriate levels of behavioral health supports and reduce barriers to access.

STRATEGY 4: Explore and begin funding any "shovel ready" projects that could increase bed capacity in behavioral health.

Action Item	Due Date	Responsible Team
3.4.2 Develop ongoing process for environmental scan to consistently update list of opportunities for building behavioral health capacity	June-24	DCA, Health Share, Multnomah County Health Department, Oregon Health Authority

Department of County Human Services

GOAL 1: Establish system-wide housing navigation, care coordination and crisis intervention capability.

Action Item	Due Date	Responsible Team
1.1.4 Coordinate with other government funders and providers serving immigrants, refugees and asylum seekers to develop a response plan to meet emerging sheltering and service needs for refugees and asylum seekers.	September-24	Dept of County Human Services, State of OR

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 4: Improved navigation services designed specifically for foster youth.

Action Item	Due Date	Responsible Team
4.4.3 Connect OR Dept of Human Services with housing navigators in the Department of County Human Services to identify transitioning youth at least six months before “aging out.”	TBD	Dept of County Human Services, OR Dept of Human Services, OR Legislature, OR Youth Authority

Additional and Future Considerations for the Homelessness Response System

1. Preventing people from entering homelessness

Action Item	Due Date	Responsible Team
A.1.1 Assemble a workgroup to discuss eviction prevention strategies and expiring resources to determine future recommendation(s).	June-24	Dept of County Human Services, Home Forward, OR Housing and Community Services
A.1.2 Create an internal administrative workgroup solely focused on reducing the barriers to effective use of vouchers and streamlining rental assistance and distribution.	June-24	Dept of County Human Services, Home Forward, OR Housing and Community Services

4. Develop a plan to streamline and strengthen transport services for people experiencing homelessness

Action Item	Due Date	Responsible Team
A.4.1 Outreach and strategy workgroup to develop a set of recommendations related to transport services.	October-24	Joint Office of Homeless Services, Dept of County Human Services

Department of Community Justice

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 2: Improve access to behavioral health treatment in corrections systems.

Action Item	Due Date	Responsible Team
4.2.1 Understand and resolve barriers to the current delivery system within correctional health services.	July-24	Coordinated Care Organizations, Department of Community Justice, DOC, Multnomah County Health Department, Multnomah County Sheriff's Office
4.2.3 Leverage tele-psychiatry services to improve psychiatric care access and continuity.	October-24	Coordinated Care Organizations, Department of Community Justice
4.2.4 Develop policy framework and program to ensure discharge medication continuity with longitudinal follow-up.	October-24	Coordinated Care Organizations, Department of Community Justice
4.2.5 Continuation of Medicaid benefit while in County jails.	January-25	Department of Community Justice, Multnomah County Sheriff's Office, State of OR
4.2.6 Notification within 48 hours to CCO if a CCO member is booked in Multnomah County Jail; CCO then moves directly to case management and treatment options if the person enters Specialty Court or a diversion program.	January-25	Coordinated Care Organizations, Department of Community Justice, Multnomah County Sheriff's Office
4.2.7 Develop a community of practice for the provision of standardized, evidence-based SUD and behavioral health treatment	TBD	Coordinated Care Organizations,

Action Item	Due Date	Responsible Team
within correctional settings for existing populations. Medication Supported Recovery (MSR) is core.		Department of Community Justice, DOC, Oregon Health Authority

STRATEGY 3: Improved navigation for those exiting corrections to gain housing.

Action Item	Due Date	Responsible Team
4.3.1 Conduct Assessment & Referral Center/Transition Service Unit needs analysis to determine changes and capacity needs to prevent all people leaving incarceration from entering homelessness.	June-24	Department of Community Justice, Homelessness Response System
4.3.2 Expand the Transition Services Unit to include Coordinated Care Organizations and assign housing navigators to those exiting Corrections.	February-25	Coordinated Care Organizations, Department of Community Justice, Homelessness Response System, Multnomah County Sheriff's Office
4.3.3 Expand and provide ongoing funding for the Stabilization and Readiness Program, which assists with treatment, stabilization, skill development and case management services for individuals with severe and persistent mental illness who have been involved in the justice system.	July-24	Department of Community Justice, Multnomah County
4.3.4 Explore an option for short-term rent vouchers for those who are in jail but yet to be convicted, and are at risk of losing their current housing.	August-24	Department of Community Justice, Multnomah County Sheriff's Office

GOAL 5: Use the right dollars for the right service – including Medicaid dollars, employment support dollars and infrastructure dollars – to increase our federal match and reduce the competition for dollars based on the source. Invest dollars in services that create long-term stability.

STRATEGY 4: Conduct a system mapping of existing services.

Action Item	Due Date	Responsible Team
5.4.1 Orient, align, and fund current and future service contracts toward Homelessness Response System goals and outcomes focused on equity.	December-24	Department of Community Justice, Homelessness Response System, Joint Office of Homeless Services, Multnomah County Health Department

Department of Corrections

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 2: Improve access to behavioral health treatment in corrections systems.

Action Item	Due Date	Responsible Team
4.2.1 Understand and resolve barriers to the current delivery system within correctional health services.	July-24	Coordinated Care Organizations, Department of

Action Item	Due Date	Responsible Team
		Community Justice, DOC, Multnomah County Health Department, Multnomah County Sheriff's Office
4.2.7 Develop a community of practice for the provision of standardized, evidence-based SUD and behavioral health treatment within correctional settings for existing populations. Medication Supported Recovery (MSR) is core.	TBD	Coordinated Care Organizations, Department of Community Justice, DOC, Oregon Health Authority
4.2.8 Policy adaptation to provide Medicaid benefits for people in an incarcerated setting 30 days prior to release.	TBD	DOC, State of OR

Joint Office of Homeless Services

GOAL 1: Establish system-wide housing navigation, care coordination and crisis intervention capability.

Action Item	Due Date	Responsible Team
1.1.3 Develop an outreach and engagement strategy workgroup and steering committee similar to the Community Sheltering Strategy.	July-24	Homelessness Response System, Joint Office of Homeless Services
1.1.6 Create lower-barrier, more accessible, and self-reporting documentation requirements for program eligibility for individuals with disabilities.	December-24	Homelessness Response System, Joint Office of Homeless Services

Action Item	Due Date	Responsible Team
1.1.7 Establish a comprehensive suite of services within shelters related to housing, healthcare, employment and federal and state benefits.	July-25	Joint Office of Homeless Services
1.1.8 Align housing referral and placement systems to fair housing goals and practices supported by the Portland Housing Bureau to increase placement to accessible units for people with physical disabilities and access to reasonable accommodations.	December-25	Joint Office of Homeless Services, Portland Housing Bureau

GOAL 2: Quickly increase the number of shelters using best practices and housing inventory. Define roles and responsibilities for shelter operators.

STRATEGY 1: Create a countywide comprehensive plan that includes sited services and housing.

Action Item	Due Date	Responsible Team
2.1.2 Review and streamline shelter services contracting process for faster and more efficient contracting that allows providers to meet workforce needs.	July-24	Joint Office of Homeless Services

STRATEGY 2: Increase short-term shelter inventory by 1,000 beds by December 2025 (as recommended in the FY 2025 - FY 2026 Community Shelter Plan)

Action Item	Due Date	Responsible Team
2.2.1 Complete, build and open 555 beds of additional adult shelter planned in FY 2024 in revised budgets for City and County. (Target Population: Adults & Couples)	December-24	Joint Office of Homeless Services, City of Portland
2.2.2 County identifies funding needed to improve shelter sites as well as county-owned property to potentially be used for shelters.	December-24	Joint Office of Homeless Services

Action Item	Due Date	Responsible Team
2.2.3 Add new shelters with capacity for 250 beds using best design and trauma-informed practices. Prioritize creation of culturally specific shelter for LGBTQIA2S+ adults. (Target Population: Adults)	December-25	Joint Office of Homeless Services
2.2.4 Double family shelter capacity by adding 150 units of family shelter. (Target Population: Families)	December-25	Joint Office of Homeless Services
2.2.5 Add 80 units of shelter for survivors of domestic violence. (Target Population: DV Survivors)	December-25	Joint Office of Homeless Services
2.2.6 Create a culturally specific youth shelter with 25-bed capacity. (Target Population: Youth)	December-25	Joint Office of Homeless Services
2.2.7 Fund and implement shelter flow-through items identified in the March 2024 Community Sheltering Strategy.	December-25	Joint Office of Homeless Services

STRATEGY 3: Increase stabilization and supports for supportive housing providers.

Action Item	Due Date	Responsible Team
2.3.1 Expand current housing retention programs and increase funding to support the staffing and services needed to keep an individual housed, particularly to account for the higher level of acuity among those needing supportive housing.	June-25	OR Legislature, Joint Office of Homeless Services
2.3.2 Fund 1,900 supportive housing units for people experiencing chronic homelessness across population systems through project-, sponsor- and tenant-based rental subsidies.	June-25	Joint Office of Homeless Services, Health Share
2.3.3 Develop and implement Housing Support Team to provide onsite and mobile crisis response services to bridge nights, weekends and tenants otherwise disconnected from care to increase housing stability and prevent eviction.	July-25	Multnomah County Health Department, Homelessness Response System, Joint Office of Homeless

Action Item	Due Date	Responsible Team
		Services

STRATEGY 4: Align landlord incentives to provide housing.

Action Item	Due Date	Responsible Team
2.4.1 Assess opportunities to align local, regional and statewide landlord incentives.	September-24	City of Portland, Homelessness Response System, Joint Office of Homeless Services, Metro, OR Housing and Community Services, Portland Housing Bureau
2.4.2 Initiate pilot to secure up to 200 units through block/primary leasing or other strategies to support rapid housing placement.	September-24	Joint Office of Homeless Services

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 1: Long-term income-based housing vouchers for foster youth.

Action Item	Due Date	Responsible Team
4.1.2 Map access and priorities for rental assistance vouchers and connect them with priority populations.	January-25	Home Forward, Joint Office of Homeless Services

GOAL 5: Use the right dollars for the right service – including Medicaid dollars, employment support dollars and infrastructure dollars – to increase our federal match and reduce the competition for dollars based on the source. Invest dollars in services that create long-term stability.

STRATEGY 4: Conduct a system mapping of existing services.

Action Item	Due Date	Responsible Team
5.4.1 Orient, align, and fund current and future service contracts toward Homelessness Response System goals and outcomes focused on equity.	December-24	Department of Community Justice, Homelessness Response System, Joint Office of Homeless Services, Multnomah County Health Department
5.4.2 Explore potential to expand permanent supportive housing capacity by bringing supportive services to existing affordable housing units.	December-24	Coordinated Care Organizations, Joint Office of Homeless Services, Metro

GOAL 7: Improve data and analytics across the system to measure progress and enhance use of physical and financial resources.

STRATEGY 1: Establish and share clear definitions.

Action Item	Due Date	Responsible Team
7.1.1 Coordinate with Metro, Clackamas and Washington counties, and Portland Housing Bureau to define permanent supportive housing.	June-24	Homelessness Response System, Joint Office of Homeless Services, Metro
7.1.2 Define and communicate consistent language to describe	July-24	Homelessness

Action Item	Due Date	Responsible Team
services.		Response System, Joint Office of Homeless Services

STRATEGY 2: Create a robust data platform to support adequate service provision designed with the end user in mind.

Action Item	Due Date	Responsible Team
7.2.1 Partner engagement and gather requirements – currently in progress to determine a data system platform. Collect and analyze requirements for the new system.	March-24	Joint Office of Homeless Services
7.2.2 Interim connection developed for shelter providers to report available access and appropriate placement spots available, to be tracked in real time.	August-24	Joint Office of Homeless Services
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 Homelessness Response System benefits; health navigation from the medical provider/payer.	December-24	Coordinated Care Organizations, Joint Office of Homeless Services
7.2.8 Develop data sharing agreements with the City of Portland, Metro, and the State of Oregon to ensure data privacy, security and compliance with relevant laws (e.g., HIPAA, FERPA). Establish protocols for data sharing, including consent processes and data standards.	TBD	Coordinated Care Organizations, Joint Office of Homeless Services, Metro

STRATEGY 3: Improve programming through continuous quality improvement and evaluation.

Action Item	Due Date	Responsible Team
7.3.1 Develop and implement plans for continuous quality improvement that is collaborative, data driven, responsive and rigorous. Require client feedback to refine and improve programming, communicate and support feedback loops, facilitate shared learning, cultivate a culture of continuous improvement, and support data use and improvements.	December-25	Homelessness Response System, Joint Office of Homeless Services

GOAL 8: Establish a new governance structure that aligns strategies, resources and outcome measurements; clarifies roles and responsibilities; and extends the table to include nonprofit and private systems serving common populations and with additional resources.

STRATEGY 2: Implement Homelessness Response System Governance

Action Item	Due Date	Responsible Team
8.2.3 Establish committee schedules, expectations and preliminary work plans. Map coordination and alignment opportunities to other existing oversight and advisory bodies.	July-24	Joint Office of Homeless Services, Homelessness Response System

Additional and Future Considerations for the Homelessness Response System

2. Rework voucher and assistance programs

Action Item	Due Date	Responsible Team
A.2.1 Allocate \$7.6 million in immediate client and rental assistance available to Joint Office of Homeless Services providers for 221 households.	June-24	Joint Office of Homeless Services
A.2.2 Housing Multnomah Now engages 300 individuals who do not	June-24	Joint Office of Homeless

Action Item	Due Date	Responsible Team
have homes and connect them with housing over FY 2024/FY 2025. This investment includes rent and client assistance, street outreach, housing placement capacity, housing retention, landlord recruitment, etc. Minimum spend of \$8 million.		Services
A.2.3 Move-In Multnomah contract for 140 rooms to be leased. Costs of \$4.2 million.	June-24	Joint Office of Homeless Services
A.2.5 Determine and align rental assistance and PSH resource needs	July-25	Home Forward, Joint Office of Homeless Services
A.2.6 Explore use of rent assistance and ACT services for those exiting Unity and Oregon State Hospital.	July-25	Joint Office of Homeless Services, Multnomah County Health Department, Coordinated Care Organizations

4. Develop a plan to streamline and strengthen transport services for people experiencing homelessness

Action Item	Due Date	Responsible Team
A.4.1 Outreach and strategy workgroup to develop a set of recommendations related to transport services.	October-24	Joint Office of Homeless Services, Dept of County Human Services

5. Expand outreach and engagement services at key locations

Action Item	Due Date	Responsible Team
A.5.2 Fund day services	June-24	Joint Office of Homeless Services

Multnomah County Health Department

GOAL 3: Increase access to appropriate levels of behavioral health supports and reduce barriers to access.

STRATEGY 4: Explore and begin funding any “shovel ready” projects that could increase bed capacity in behavioral health.

Action Item	Due Date	Responsible Team
3.4.1 Complete environmental scan of shovel ready projects with estimated cost, type, bed capacity, timeline, etc.	April-24	Coordinated Care Organizations, Homelessness Response System, Multnomah County Health Department
3.4.2 Develop ongoing process for environmental scan to consistently update list of opportunities for building behavioral health capacity	June-24	DCA, Health Share, Multnomah County Health Department, Oregon Health Authority

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 2: Improve access to behavioral health treatment in corrections systems.

Action Item	Due Date	Responsible Team
4.2.1 Understand and resolve barriers to the current delivery system within correctional health services.	July-24	Coordinated Care Organizations, Department of Community Justice,

Action Item	Due Date	Responsible Team
		DOC, Multnomah County Health Department, Multnomah County Sheriff's Office
4.2.2 Develop a community of practice for standardized deflection programming to meet needs of a changing Measure 110 environment. That includes an assessment of deflection program capacity within residential SUD programming, as well as housing and treatment care models within each County correctional jurisdiction. Model the estimated diversion system capacity increases required to meet changing thresholds for drug possession and distribution charges in the Measure 110 environment.	August-24	Coordinated Care Organizations, Homelessness Response System, Multnomah County Health Department, Multnomah County Sheriff's Office

GOAL 5: Use the right dollars for the right service – including Medicaid dollars, employment support dollars and infrastructure dollars – to increase our federal match and reduce the competition for dollars based on the source. Invest dollars in services that create long-term stability.

STRATEGY 1: Maximize federal funding for coordination, navigation and supportive housing services.

Action Item	Due Date	Responsible Team
5.1.1 Bring together state Medicaid billing expertise and develop a plan to maximize Medicaid and Federally Qualified Health Center (FQHC) billing for navigation and coordination services.	January-25	Coordinated Care Organizations, Multnomah County Health Department

STRATEGY 4: Conduct a system mapping of existing services.

Action Item	Due Date	Responsible Team
5.4.1 Orient, align, and fund current and future service contracts toward Homelessness Response System goals and outcomes focused on equity.	December-24	Department of Community Justice, Homelessness Response System, Joint Office of Homeless Services, Multnomah County Health Department

Additional and Future Considerations for the Homelessness Response System

2. Rework voucher and assistance programs

Action Item	Due Date	Responsible Team
A.2.6 Explore use of rent assistance and ACT services for those exiting Unity and Oregon State Hospital.	July-25	Joint Office of Homeless Services, Multnomah County Health Department, Coordinated Care Organizations

Multnomah County Sheriff’s Office

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 2: Improve access to behavioral health treatment in corrections systems.

Action Item	Due Date	Responsible Team
4.2.1 Understand and resolve barriers to the current delivery system within correctional health services.	July-24	Coordinated Care Organizations, Department of Community Justice, DOC, Multnomah County Health Department, Multnomah County Sheriff's Office
4.2.2 Develop a community of practice for standardized deflection programming to meet needs of a changing Measure 110 environment. That includes an assessment of deflection program capacity within residential SUD programming, as well as housing and treatment care models within each County correctional jurisdiction. Model the estimated diversion system capacity increases required to meet changing thresholds for drug possession and distribution charges in the Measure 110 environment.	August-24	Coordinated Care Organizations, Homelessness Response System, Multnomah County Health Department, Multnomah County Sheriff's Office
4.2.5 Continuation of Medicaid benefit while in County jails.	January-25	Department of Community Justice, Multnomah County Sheriff's Office, State of OR
4.2.6 Notification within 48 hours to CCO if a CCO member is booked in Multnomah County Jail; CCO then moves directly to case management and treatment options if the person enters Specialty Court or a diversion program.	January-25	Coordinated Care Organizations, Department of Community Justice, Multnomah County Sheriff's Office

STRATEGY 3: Improved navigation for those exiting corrections to gain housing.

Action Item	Due Date	Responsible Team
4.3.2 Expand the Transition Services Unit to include Coordinated Care Organizations and assign housing navigators to those exiting Corrections.	February-25	Coordinated Care Organizations, Department of Community Justice, Homelessness Response System, Multnomah County Sheriff's Office
4.3.4 Explore an option for short-term rent vouchers for those who are in jail but yet to be convicted, and are at risk of losing their current housing.	August-24	Department of Community Justice, Multnomah County Sheriff's Office

City of Portland

GOAL 2: Quickly increase the number of shelters using best practices and housing inventory. Define roles and responsibilities for shelter operators.

STRATEGY 1: Create a countywide comprehensive plan that includes sited services and housing.

Action Item	Due Date	Responsible Team
2.1.3 Create a tool to identify potential locations for the siting of potential affordable housing, congregate and alternative shelters, and behavioral health services, and regularly update based on estimated need, using best practices as outlined in Oregon Housing and Community Services (OR Housing and Community Services) and federal Department of Housing and Urban Development (HUD) plans.	August-24	Metro, City of Portland, Multnomah County

STRATEGY 2: Increase short-term shelter inventory by 1,000 beds by December 2025 (as recommended in the FY 2025 - FY 2026 Community Shelter Plan)

Action Item	Due Date	Responsible Team
2.2.1 Complete, build and open 555 beds of additional adult shelter planned in FY 2024 in revised budgets for City and County. (Target Population: Adults & Couples)	December-24	Joint Office of Homeless Services, City of Portland

STRATEGY 4: Align landlord incentives to provide housing.

Action Item	Due Date	Responsible Team
2.4.1 Assess opportunities to align local, regional and statewide landlord incentives.	September-24	City of Portland, Homelessness Response System, Joint Office of Homeless Services, Metro, OR Housing and Community Services, Portland Housing Bureau

GOAL 3: Increase access to appropriate levels of behavioral health supports and reduce barriers to access.

STRATEGY 3: Increase the number of outpatient treatment beds and services.

Action Item	Due Date	Responsible Team
3.3.3 Open a 24/7 drop-off/sobering center for first responders that offers co-occurring conditions treatment and support for people who have exited withdrawal management or acute psychiatric services	TBD	Coordinated Care Organizations, City of Portland, Multnomah

Action Item	Due Date	Responsible Team
but warrant additional stabilization, OR those who do not present conditions that are acute enough for higher-level services but still warrant stabilization.		County, OR Legislature

GOAL 5: Use the right dollars for the right service – including Medicaid dollars, employment support dollars and infrastructure dollars – to increase our federal match and reduce the competition for dollars based on the source. Invest dollars in services that create long-term stability.

STRATEGY 1: Maximize federal funding for coordination, navigation and supportive housing services.

Action Item	Due Date	Responsible Team
5.1.3 Pilot project of mobile crisis response teams and outreach providers begin billing Medicaid for allowable services. Pilot program establishes the appropriate mechanism to receive FQHC reimbursement to provide resources to expand the service countywide.	TBD	Coordinated Care Organizations, City of Portland, Homelessness Response System, Oregon Health Authority

GOAL 6: Increase the production of affordable housing.

STRATEGY 1: Streamline, Incentivize and Finance housing development

Action Item	Due Date	Responsible Team
6.1.1 Temporarily reduce housing development zoning code requirements intended to spur development and make housing less expensive to build, including allowing affordable housing projects additional flexibility in design review.	January-24	City of Portland

Action Item	Due Date	Responsible Team
6.1.2 Expand housing incentives under the Inclusionary Housing/MULTE program to ensure that more mixed- income housing (including 0-60% AMI units) is built.	February-24	City of Portland, Multnomah County
6.1.3 Expand housing incentives for HOLTE to spur the development of affordable homeownership production.	February-24	City of Portland, Multnomah County
6.1.6 Identify 20 commercial buildings in Central City for potential housing conversion (12 have been identified so far).	June-24	City of Portland
6.1.7 Prioritize the permitting applications and inspection schedules for affordable housing projects (0-MFI at 60% AMI)	June-24	City of Portland
6.1.8 Consolidate City of Portland building permitting process under a single authority (Single Permit Authority).	June-24	City of Portland
6.1.9 Identify ways to support the development and financing of affordable housing on faith-based and nonprofit owned properties.	August-24	City of Portland
6.1.10 Develop and adopt the city's Housing Production Strategy for the next five years.	August-24	City of Portland
6.1.11 Identify new Tax Increment Financing Districts in the Central City and East Portland to fund new affordable and other housing development.	October-24	City of Portland
6.1.13 Increase state's remediation funds for remediation on sites for shelters, affordable housing and behavioral health facilities.	TBD	City of Portland, Metro

GOAL 8: Establish a new governance structure that aligns strategies, resources and outcome measurements; clarifies roles and responsibilities; and extends the table to include nonprofit and private systems serving common populations and with additional resources.

STRATEGY 1: Establish goals, priorities, and governance.

Action Item	Due Date	Responsible Team
8.1.2 Agree on updated City-County Joint Office of Homeless Services IGA.	June-24	City of Portland, Multnomah County

Portland Housing Bureau

GOAL 1: Establish system-wide housing navigation, care coordination and crisis intervention capability.

Action Item	Due Date	Responsible Team
1.1.8 Align housing referral and placement systems to fair housing goals and practices supported by the Portland Housing Bureau to increase placement to accessible units for people with physical disabilities and access to reasonable accommodations.	December-25	Joint Office of Homeless Services, Portland Housing Bureau

GOAL 2: Quickly increase the number of shelters using best practices and housing inventory. Define roles and responsibilities for shelter operators.

STRATEGY 4: Align landlord incentives to provide housing.

Action Item	Due Date	Responsible Team
2.4.1 Assess opportunities to align local, regional and statewide	September-24	City of Portland,

Action Item	Due Date	Responsible Team
landlord incentives.		Homelessness Response System, Joint Office of Homeless Services, Metro, OR Housing and Community Services, Portland Housing Bureau

Metro

GOAL 2: Quickly increase the number of shelters using best practices and housing inventory. Define roles and responsibilities for shelter operators.

STRATEGY 1: Create a countywide comprehensive plan that includes sited services and housing.

Action Item	Due Date	Responsible Team
2.1.3 Create a tool to identify potential locations for the siting of potential affordable housing, congregate and alternative shelters, and behavioral health services, and regularly update based on estimated need, using best practices as outlined in Oregon Housing and Community Services (OR Housing and Community Services) and federal Department of Housing and Urban Development (HUD) plans.	August-24	Metro, City of Portland, Multnomah County

STRATEGY 4: Align landlord incentives to provide housing.

Action Item	Due Date	Responsible Team
2.4.1 Assess opportunities to align local, regional and statewide landlord incentives.	September-24	City of Portland, Homelessness Response System, Joint Office of Homeless Services, Metro, OR Housing and Community Services, Portland Housing Bureau

GOAL 5: Use the right dollars for the right service – including Medicaid dollars, employment support dollars and infrastructure dollars – to increase our federal match and reduce the competition for dollars based on the source. Invest dollars in services that create long-term stability.

STRATEGY 4: Conduct a system mapping of existing services.

Action Item	Due Date	Responsible Team
5.4.2 Explore potential to expand permanent supportive housing capacity by bringing supportive services to existing affordable housing units.	December-24	Coordinated Care Organizations, Joint Office of Homeless Services, Metro

GOAL 6: Increase the production of affordable housing.

STRATEGY 1: Streamline, Incentivize and Finance housing development

Action Item	Due Date	Responsible Team
6.1.13 Increase state's remediation funds for remediation on sites for shelters, affordable housing and behavioral health facilities.	TBD	City of Portland, Metro

GOAL 7: Improve data and analytics across the system to measure progress and enhance use of physical and financial resources.

STRATEGY 1: Establish and share clear definitions.

Action Item	Due Date	Responsible Team
7.1.1 Coordinate with Metro, Clackamas and Washington counties, and Portland Housing Bureau to define permanent supportive housing.	June-24	Homelessness Response System, Joint Office of Homeless Services, Metro

STRATEGY 2: Create a robust data platform to support adequate service provision designed with the end user in mind.

Action Item	Due Date	Responsible Team
7.2.8 Develop data sharing agreements with the City of Portland, Metro, and the State of Oregon to ensure data privacy, security and compliance with relevant laws (e.g., HIPAA, FERPA). Establish protocols for data sharing, including consent processes and data standards.	TBD	Coordinated Care Organizations, Joint Office of Homeless Services, Metro

Operations Committee

GOAL 7: Improve data and analytics across the system to measure progress and enhance use of physical and financial resources.

STRATEGY 2: Create a robust data platform to support adequate service provision designed with the end user in mind.

Action Item	Due Date	Responsible Team
7.2.3 After the interim solution, create a longer-term shelter availability tool that is integrated with other systems as necessary. Select a software vendor with experience in integrated social service and healthcare systems. Customize the software to meet the specific needs of Multnomah County, focusing on shelter management in the first phase.	TBD	Operations Committee
7.2.4 Phase 1 Establish metrics to evaluate the system's impact on shelter capacity and resource management. Regularly review system performance and adjust as needed.	March-25	Operations Committee
7.2.5 Phase 2 Add behavioral health capacity	TBD	Operations Committee, Coordinated Care Organizations
7.2.6 Phase 3 Add supportive housing and affordable housing	TBD	Operations Committee

State of Oregon

GOAL 1: Establish system-wide housing navigation, care coordination and crisis intervention capability.

Action Item	Due Date	Responsible Team
1.1.4 Coordinate with other government funders and providers serving immigrants, refugees and asylum seekers to develop a response plan to meet emerging sheltering and service needs for refugees and asylum seekers.	September-24	Dept of County Human Services, State of OR

GOAL 2: Quickly increase the number of shelters using best practices and housing inventory. Define roles and responsibilities for shelter operators.

STRATEGY 4: Align landlord incentives to provide housing.

Action Item	Due Date	Responsible Team
2.4.3 Expand the State's property insurance high-risk pool for landlords, including nonprofits, who provide supportive housing, and continue it beyond the Executive Order.	June-25	State of OR
2.4.4 Expand the State's Landlord Incentive/Guarantee Pool to private property owners, which will increase the number of available rentals.	June-25	State of OR

GOAL 3: Increase access to appropriate levels of behavioral health supports and reduce barriers to access.

STRATEGY 2: Increase the number of acute care treatment and residential treatment beds.

Action Item	Due Date	Responsible Team
3.2.1 Collaborate with the State, hospitals, and health systems to expand capacity in inpatient psychiatric services in the region, building on existing efforts, including looking at architectural and business plans and considering feasibility of expanding services for the highest-acuity patients in the state.	January-26	Health Share, Oregon Health Authority, OR Legislature, State of OR

STRATEGY 3: Increase the number of outpatient treatment beds and services.

Action Item	Due Date	Responsible Team
3.3.2 Add 150 beds to include residential SUD, withdrawal management and dual diagnosis beds. (Funding appropriated through the 2024 Oregon legislative session will allow short-term expansion to begin this work, with additional data-driven funding likely to be allocated through future legislative action.)	June-25	Coordinated Care Organizations, Multnomah County, OR Legislature, State of OR

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 2: Improve access to behavioral health treatment in corrections systems.

Action Item	Due Date	Responsible Team
4.2.5 Continuation of Medicaid benefit while in County jails.	January-25	Department of Community Justice, Multnomah County Sheriff's Office, State of OR

Action Item	Due Date	Responsible Team
4.2.8 Policy adaptation to provide Medicaid benefits for people in an incarcerated setting 30 days prior to release.	TBD	DOC, State of OR

STRATEGY 4: Improved navigation services designed specifically for foster youth.

Action Item	Due Date	Responsible Team
4.4.1 Ensure a housing navigator is assigned to all transition-aged youth.	TBD	Homelessness Response System, State of OR
4.4.2 Connect case managers to housing navigation systems.	TBD	Homelessness Response System, State of OR

GOAL 5: Use the right dollars for the right service – including Medicaid dollars, employment support dollars and infrastructure dollars – to increase our federal match and reduce the competition for dollars based on the source. Invest dollars in services that create long-term stability.

STRATEGY 2: Leverage additional federal support to enhance delivery of behavioral health services.

Action Item	Due Date	Responsible Team
5.2.2 Seek federal support for paying for pre-treatment behavioral health and SUD services.	TBD	Homelessness Response System, State of OR
5.2.3 Establish mechanisms for presumptive eligibility for mobile crisis and street medicine services.	TBD	Homelessness Response System, State of OR

Action Item	Due Date	Responsible Team
5.2.4 Seek federal support for behavioral health providers, SUD providers and other appropriate community organizations to upgrade their clinical information systems.	TBD	Homelessness Response System, State of OR
5.2.5 Incentivize current behavioral health and primary care groups to expand and reduce denials. Enforce and encourage existing providers to reduce denials.	TBD	Homelessness Response System, State of OR

STRATEGY 3: Leverage workforce investment dollars to move people into full time employment.

Action Item	Due Date	Responsible Team
5.3.1 Expand regional workforce investment/development priorities to focus on workforce opportunities for individuals living in shelter, transitional housing and rapid-rehousing.	September-24	State of OR, Worksystems
5.3.3 Place 200 individuals currently experiencing homelessness or living in transitional housing in supportive employment.	TBD	State of OR, Homelessness Response System

GOAL 6: Increase the production of affordable housing.

STRATEGY 1: Streamline, Incentivize and Finance housing development

Action Item	Due Date	Responsible Team
6.1.4 Fund infrastructure investments that will facilitate local housing production, including affordable housing.	March-24	OR Legislature, State of OR
6.1.5 Launch process to award \$600 million in state funding for new affordable housing (including supportive housing) adopted by Legislature in 2023	April-24	State of OR

Action Item	Due Date	Responsible Team
6.1.12 Identify a new local funding source (to replace City of Portland and Metro Housing Bonds) for funding for the construction of affordable housing, including supportive housing.	June-25	OR Legislature, State of OR

Additional and Future Considerations for the Homelessness Response System

2. Rework voucher and assistance programs

Action Item	Due Date	Responsible Team
A.2.4 Voucher/long-term rental assistance rehaul: Offer a grace period or expanded timeline to use vouchers in response to the tight housing market.	October-24	Multnomah County, State of OR

3. Develop a plan to increase and retain employees currently working in the system

Action Item	Due Date	Responsible Team
A.3.1 Consolidate agency work and create a focused workforce development plan on the Governor's core priorities of housing and behavioral health, including workforces that support these program areas.	June-24	State of OR
A.3.3 Complete gap analysis across all professions licensed and unlicensed in behavioral health, peer support and independent living (combine with current analysis).	April-25	State of OR
A.3.4 Evaluate funding contracts specifically to increase wages and training.	April-25	Multnomah County, State of OR

Oregon Department of Human Services

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 4: Improved navigation services designed specifically for foster youth.

Action Item	Due Date	Responsible Team
4.4.3 Connect OR Dept of Human Services with housing navigators in the Department of County Human Services to identify transitioning youth at least six months before “aging out.”	TBD	Dept of County Human Services, OR Dept of Human Services, OR Legislature, OR Youth Authority

Oregon Health Authority

GOAL 1: Establish system-wide housing navigation, care coordination and crisis intervention capability.

Action Item	Due Date	Responsible Team
1.1.5 Review and strategize on needed changes to the referral and placement system to navigate individuals leaving institutional healthcare systems to the appropriate setting for their needs.	September-24	Coordinated Care Organizations, Homelessness Response System, Oregon Health Authority

GOAL 3: Increase access to appropriate levels of behavioral health supports and reduce barriers to access.

STRATEGY 1: Determine the numbers of beds and services needed.

Action Item	Due Date	Responsible Team
3.1.1 Partner with Oregon Health Authority to complete a gap analysis study of the number of inpatient and outpatient beds needed to serve the population that specifically accounts for the increases in acuity.	June-24	Oregon Health Authority

STRATEGY 2: Increase the number of acute care treatment and residential treatment beds.

Action Item	Due Date	Responsible Team
3.2.1 Collaborate with the State, hospitals, and health systems to expand capacity in inpatient psychiatric services in the region, building on existing efforts, including looking at architectural and business plans and considering feasibility of expanding services for the highest-acuity patients in the state.	January-26	Health Share, Oregon Health Authority, OR Legislature, State of OR

STRATEGY 4: Explore and begin funding any “shovel ready” projects that could increase bed capacity in behavioral health.

Action Item	Due Date	Responsible Team
3.4.2 Develop ongoing process for environmental scan to consistently update list of opportunities for building behavioral health capacity	June-24	DCA, Health Share, Multnomah County Health Department, Oregon Health Authority

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 2: Improve access to behavioral health treatment in corrections systems.

Action Item	Due Date	Responsible Team
4.2.7 Develop a community of practice for the provision of standardized, evidence-based SUD and behavioral health treatment within correctional settings for existing populations. Medication Supported Recovery (MSR) is core.	TBD	Coordinated Care Organizations, Department of Community Justice, DOC, Oregon Health Authority

GOAL 5: Use the right dollars for the right service – including Medicaid dollars, employment support dollars and infrastructure dollars – to increase our federal match and reduce the competition for dollars based on the source. Invest dollars in services that create long-term stability.

STRATEGY 1: Maximize federal funding for coordination, navigation and supportive housing services.

Action Item	Due Date	Responsible Team
5.1.3 Pilot project of mobile crisis response teams and outreach providers begin billing Medicaid for allowable services. Pilot program establishes the appropriate mechanism to receive FQHC reimbursement to provide resources to expand the service countywide.	TBD	Coordinated Care Organizations, City of Portland, Homelessness Response System, Oregon Health Authority

STRATEGY 2: Leverage additional federal support to enhance delivery of behavioral health services.

Action Item	Due Date	Responsible Team
5.2.1 Allow greater flexibility in re-enrolling homeless individuals into Medicaid at dates that are not specific to their re-enrollment.	TBD	Coordinated Care Organizations, Oregon Health Authority

Oregon Housing and Community Services

GOAL 2: Quickly increase the number of shelters using best practices and housing inventory. Define roles and responsibilities for shelter operators.

STRATEGY 4: Align landlord incentives to provide housing.

Action Item	Due Date	Responsible Team
2.4.1 Assess opportunities to align local, regional and statewide landlord incentives.	September-24	City of Portland, Homelessness Response System, Joint Office of Homeless Services, Metro, OR Housing and Community Services, Portland Housing Bureau

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 1: Long-term income-based housing vouchers for foster youth.

Action Item	Due Date	Responsible Team
4.1.1 Secure agreements for flexible housing vouchers.	June-24	OR Housing and Community Services

Additional and Future Considerations for the Homelessness Response System

1. Preventing people from entering homelessness

Action Item	Due Date	Responsible Team
A.1.1 Assemble a workgroup to discuss eviction prevention strategies and expiring resources to determine future recommendation(s).	June-24	Dept of County Human Services, Home Forward, OR Housing and Community Services
A.1.2 Create an internal administrative workgroup solely focused on reducing the barriers to effective use of vouchers and streamlining rental assistance and distribution.	June-24	Dept of County Human Services, Home Forward, OR Housing and Community Services

Oregon Youth Authority

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 4: Improved navigation services designed specifically for foster youth.

Action Item	Due Date	Responsible Team
4.4.3 Connect OR Dept of Human Services with housing navigators in the Department of County Human Services to identify transitioning youth at least six months before “aging out.”	TBD	Dept of County Human Services, OR Dept of Human Services, OR Legislature, OR Youth Authority

Oregon Legislature

GOAL 2: Quickly increase the number of shelters using best practices and housing inventory. Define roles and responsibilities for shelter operators.

STRATEGY 1: Create a countywide comprehensive plan that includes sited services and housing.

Action Item	Due Date	Responsible Team
2.1.4 Pass legislation that creates streamlined siting for behavioral health services for both inpatient and outpatient beds.	June-25	OR Legislature

STRATEGY 3: Increase stabilization and supports for supportive housing providers.

Action Item	Due Date	Responsible Team
2.3.1 Expand current housing retention programs and increase funding to support the staffing and services needed to keep an individual housed, particularly to account for the higher level of acuity among those needing supportive housing.	June-25	OR Legislature, Joint Office of Homeless Services

GOAL 3: Increase access to appropriate levels of behavioral health supports and reduce barriers to access.

STRATEGY 2: Increase the number of acute care treatment and residential treatment beds.

Action Item	Due Date	Responsible Team
3.2.1 Collaborate with the State, hospitals, and health systems to expand capacity in inpatient psychiatric services in the region, building on existing efforts, including looking at architectural and business plans and considering feasibility of expanding services for the highest-acuity patients in the state.	January-26	Health Share, Oregon Health Authority, OR Legislature, State of OR
3.2.2 Fund and support an additional ~100 SRTF beds, especially in Class 1 facilities.	June-28	OR Legislature

STRATEGY 3: Increase the number of outpatient treatment beds and services.

Action Item	Due Date	Responsible Team
3.3.1 Expand intensive case management capacity by 200 slots.	TBD	Coordinated Care Organizations, OR Legislature
3.3.2 Add 150 beds to include residential SUD, withdrawal management and dual diagnosis beds. (Funding appropriated	June-25	Coordinated Care Organizations,

Action Item	Due Date	Responsible Team
through the 2024 Oregon legislative session will allow short-term expansion to begin this work, with additional data-driven funding likely to be allocated through future legislative action.)		Multnomah County, OR Legislature, State of OR
3.3.3 Open a 24/7 drop-off/sobering center for first responders that offers co-occurring conditions treatment and support for people who have exited withdrawal management or acute psychiatric services but warrant additional stabilization, OR those who do not present conditions that are acute enough for higher-level services but still warrant stabilization.	TBD	Coordinated Care Organizations, City of Portland, Multnomah County, OR Legislature

STRATEGY 5: Address behavioral health workforce shortage.

Action Item	Due Date	Responsible Team
3.5.1 Address shortages in the behavioral health workforce through the removal of barriers, increased funding, and expanding and speeding up the pipeline of future workers.	June-25	OR Legislature

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 4: Improved navigation services designed specifically for foster youth.

Action Item	Due Date	Responsible Team
4.4.3 Connect OR Dept of Human Services with housing navigators in the Department of County Human Services to identify transitioning youth at least six months before “aging out.”	TBD	Dept of County Human Services, OR Dept of Human Services, OR

Action Item	Due Date	Responsible Team
		Legislature, OR Youth Authority

GOAL 5: Use the right dollars for the right service – including Medicaid dollars, employment support dollars and infrastructure dollars – to increase our federal match and reduce the competition for dollars based on the source. Invest dollars in services that create long-term stability.

STRATEGY 1: Maximize federal funding for coordination, navigation and supportive housing services.

Action Item	Due Date	Responsible Team
5.1.4 Explore expanded or additional revenue sources to fund additional behavioral health capacity.	TBD	Coordinated Care Organizations, OR Legislature

STRATEGY 3: Leverage workforce investment dollars to move people into full time employment.

Action Item	Due Date	Responsible Team
5.3.4 Increase access to employment support services to 40% of people across the housing continuum (shelters, transitional housing, supportive housing and low-income housing).	TBD	OR Legislature

GOAL 6: Increase the production of affordable housing.

STRATEGY 1: Streamline, Incentivize and Finance housing development

Action Item	Due Date	Responsible Team
6.1.4 Fund infrastructure investments that will facilitate local housing production, including affordable housing.	March-24	OR Legislature, State of OR
6.1.12 Identify a new local funding source (to replace City of Portland and Metro Housing Bonds) for funding for the construction of affordable housing, including supportive housing.	June-25	OR Legislature, State of OR

Non-Profit and Jurisdictional Partners

Care Oregon

GOAL 3: Increase access to appropriate levels of behavioral health supports and reduce barriers to access.

STRATEGY 1: Determine the numbers of beds and services needed.

Action Item	Due Date	Responsible Team
3.1.2 Complete Portland Tri-County Area Mental Health Crisis Investment Decision Support Simulation Model to help leaders make decisions about how to build a better system.	December-25	Care Oregon, Health Share

Health Share

GOAL 2: Quickly increase the number of shelters using best practices and housing inventory. Define roles and responsibilities for shelter operators.

STRATEGY 3: Increase stabilization and supports for supportive housing providers.

Action Item	Due Date	Responsible Team
2.3.2 Fund 1,900 supportive housing units for people experiencing chronic homelessness across population systems through project-, sponsor- and tenant-based rental subsidies.	June-25	Joint Office of Homeless Services, Health Share

GOAL 3: Increase access to appropriate levels of behavioral health supports and reduce barriers to access.

STRATEGY 1: Determine the numbers of beds and services needed.

Action Item	Due Date	Responsible Team
3.1.2 Complete Portland Tri-County Area Mental Health Crisis Investment Decision Support Simulation Model to help leaders make decisions about how to build a better system.	December-25	Care Oregon, Health Share

STRATEGY 2: Increase the number of acute care treatment and residential treatment beds.

Action Item	Due Date	Responsible Team
3.2.1 Collaborate with the State, hospitals, and health systems to expand capacity in inpatient psychiatric services in the region, building on existing efforts, including looking at architectural and	January-26	Health Share, Oregon Health Authority, OR Legislature, State of OR

Action Item	Due Date	Responsible Team
business plans and considering feasibility of expanding services for the highest-acuity patients in the state.		

STRATEGY 4: Explore and begin funding any “shovel ready” projects that could increase bed capacity in behavioral health.

Action Item	Due Date	Responsible Team
3.4.2 Develop ongoing process for environmental scan to consistently update list of opportunities for building behavioral health capacity	June-24	DCA, Health Share, Multnomah County Health Department, Oregon Health Authority

Home Forward

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 1: Long-term income-based housing vouchers for foster youth.

Action Item	Due Date	Responsible Team
4.1.2 Map access and priorities for rental assistance vouchers and connect them with priority populations.	January-25	Home Forward, Joint Office of Homeless Services

Additional and Future Considerations for the Homelessness Response System

1. Preventing people from entering homelessness

Action Item	Due Date	Responsible Team
A.1.1 Assemble a workgroup to discuss eviction prevention strategies and expiring resources to determine future recommendation(s).	June-24	Dept of County Human Services, Home Forward, OR Housing and Community Services
A.1.2 Create an internal administrative workgroup solely focused on reducing the barriers to effective use of vouchers and streamlining rental assistance and distribution.	June-24	Dept of County Human Services, Home Forward, OR Housing and Community Services

2. Rework voucher and assistance programs

Action Item	Due Date	Responsible Team
A.2.5 Determine and align rental assistance and PSH resource needs	July-25	Home Forward, Joint Office of Homeless Services

Worksystems

GOAL 5: Use the right dollars for the right service – including Medicaid dollars, employment support dollars and infrastructure dollars – to increase our federal match and reduce the competition for dollars based on the source. Invest dollars in services that create long-term stability.

STRATEGY 3: Leverage workforce investment dollars to move people into full time employment.

Action Item	Due Date	Responsible Team
5.3.1 Expand regional workforce investment/development priorities to focus on workforce opportunities for individuals living in shelter, transitional housing and rapid-rehousing.	September-24	State of OR, Worksystems
5.3.2 Place 500 individuals currently in shelter or transitional housing in a WIB employment program per year.	TBD	Worksystems

Coordinated Care Organizations

GOAL 1: Establish system-wide housing navigation, care coordination and crisis intervention capability.

Action Item	Due Date	Responsible Team
1.1.5 Review and strategize on needed changes to the referral and placement system to navigate individuals leaving institutional healthcare systems to the appropriate setting for their needs.	September-24	Coordinated Care Organizations, Homelessness Response System, Oregon Health Authority

GOAL 3: Increase access to appropriate levels of behavioral health supports and reduce barriers to access.

STRATEGY 3: Increase the number of outpatient treatment beds and services.

Action Item	Due Date	Responsible Team
3.3.1 Expand intensive case management capacity by 200 slots.	TBD	Coordinated Care Organizations, OR Legislature
3.3.2 Add 150 beds to include residential SUD, withdrawal management and dual diagnosis beds. (Funding appropriated through the 2024 Oregon legislative session will allow short-term expansion to begin this work, with additional data-driven funding likely to be allocated through future legislative action.)	June-25	Coordinated Care Organizations, Multnomah County, OR Legislature, State of OR
3.3.3 Open a 24/7 drop-off/sobering center for first responders that offers co-occurring conditions treatment and support for people who have exited withdrawal management or acute psychiatric services but warrant additional stabilization, OR those who do not present conditions that are acute enough for higher-level services but still warrant stabilization.	TBD	Coordinated Care Organizations, City of Portland, Multnomah County, OR Legislature

STRATEGY 4: Explore and begin funding any “shovel ready” projects that could increase bed capacity in behavioral health.

Action Item	Due Date	Responsible Team
3.4.1 Complete environmental scan of shovel ready projects with estimated cost, type, bed capacity, timeline, etc.	April-24	Coordinated Care Organizations, Homelessness Response System, Multnomah County Health Department

GOAL 4: Establish rapid and long-term interventions aimed at preventing homelessness among specific populations: youth aging out of the foster care system; individuals exiting the criminal justice system; and people discharged from healthcare or behavioral health settings who are at-risk of becoming homeless.

STRATEGY 2: Improve access to behavioral health treatment in corrections systems.

Action Item	Due Date	Responsible Team
4.2.1 Understand and resolve barriers to the current delivery system within correctional health services.	July-24	Coordinated Care Organizations, Department of Community Justice, DOC, Multnomah County Health Department, Multnomah County Sheriff's Office
4.2.2 Develop a community of practice for standardized deflection programming to meet needs of a changing Measure 110 environment. That includes an assessment of deflection program capacity within residential SUD programming, as well as housing and treatment care models within each County correctional jurisdiction. Model the estimated diversion system capacity increases required to meet changing thresholds for drug possession and distribution charges in the Measure 110 environment.	August-24	Coordinated Care Organizations, Homelessness Response System, Multnomah County Health Department, Multnomah County Sheriff's Office
4.2.3 Leverage tele-psychiatry services to improve psychiatric care access and continuity.	October-24	Coordinated Care Organizations, Department of Community Justice
4.2.4 Develop policy framework and program to ensure discharge medication continuity with longitudinal follow-up.	October-24	Coordinated Care Organizations, Department of

Action Item	Due Date	Responsible Team
		Community Justice
4.2.6 Notification within 48 hours to CCO if a CCO member is booked in Multnomah County Jail; CCO then moves directly to case management and treatment options if the person enters Specialty Court or a diversion program.	January-25	Coordinated Care Organizations, Department of Community Justice, Multnomah County Sheriff's Office
4.2.7 Develop a community of practice for the provision of standardized, evidence-based SUD and behavioral health treatment within correctional settings for existing populations. Medication Supported Recovery (MSR) is core.	TBD	Coordinated Care Organizations, Department of Community Justice, DOC, Oregon Health Authority

STRATEGY 3: Improved navigation for those exiting corrections to gain housing.

Action Item	Due Date	Responsible Team
4.3.2 Expand the Transition Services Unit to include Coordinated Care Organizations and assign housing navigators to those exiting Corrections.	February-25	Coordinated Care Organizations, Department of Community Justice, Homelessness Response System, Multnomah County Sheriff's Office

GOAL 5: Use the right dollars for the right service – including Medicaid dollars, employment support dollars and infrastructure dollars – to increase our federal match and reduce the competition for dollars based on the source. Invest dollars in services that create long-term stability.

STRATEGY 1: Maximize federal funding for coordination, navigation and supportive housing services.

Action Item	Due Date	Responsible Team
5.1.1 Bring together state Medicaid billing expertise and develop a plan to maximize Medicaid and Federally Qualified Health Center (FQHC) billing for navigation and coordination services.	January-25	Coordinated Care Organizations, Multnomah County Health Department
5.1.2 Conduct analysis of current supportive housing providers and develop a six-month plan to bill for Medicaid eligible services. Build on Congregate Housing Services Program (CHSP) for housing stability supports.	April-25	Coordinated Care Organizations, Multnomah County
5.1.3 Pilot project of mobile crisis response teams and outreach providers begin billing Medicaid for allowable services. Pilot program establishes the appropriate mechanism to receive FQHC reimbursement to provide resources to expand the service countywide.	TBD	Coordinated Care Organizations, City of Portland, Homelessness Response System, Oregon Health Authority
5.1.4 Explore expanded or additional revenue sources to fund additional behavioral health capacity.	TBD	Coordinated Care Organizations, OR Legislature

STRATEGY 2: Leverage additional federal support to enhance delivery of behavioral health services.

Action Item	Due Date	Responsible Team
5.2.1 Allow greater flexibility in re-enrolling homeless individuals into Medicaid at dates that are not specific to their re-enrollment.	TBD	Coordinated Care Organizations, Oregon Health Authority

STRATEGY 4: Conduct a system mapping of existing services.

Action Item	Due Date	Responsible Team
5.4.2 Explore potential to expand permanent supportive housing capacity by bringing supportive services to existing affordable housing units.	December-24	Coordinated Care Organizations, Joint Office of Homeless Services, Metro

GOAL 7: Improve data and analytics across the system to measure progress and enhance use of physical and financial resources.

STRATEGY 2: Create a robust data platform to support adequate service provision designed with the end user in mind.

Action Item	Due Date	Responsible Team
7.2.5 Phase 2 Add behavioral health capacity	TBD	Operations Committee, Coordinated Care Organizations
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 Homelessness Response System benefits; health navigation from the medical	December-24	Coordinated Care Organizations, Joint Office of Homeless Services

Action Item	Due Date	Responsible Team
provider/payer.		
7.2.8 Develop data sharing agreements with the City of Portland, Metro, and the State of Oregon to ensure data privacy, security and compliance with relevant laws (e.g., HIPAA, FERPA). Establish protocols for data sharing, including consent processes and data standards.	TBD	Coordinated Care Organizations, Joint Office of Homeless Services, Metro

Additional and Future Considerations for the Homelessness Response System

2. Rework voucher and assistance programs

Action Item	Due Date	Responsible Team
A.2.6 Explore use of rent assistance and ACT services for those exiting Unity and Oregon State Hospital.	July-25	Joint Office of Homeless Services, Multnomah County Health Department, Coordinated Care Organizations