

Steering & Oversight Committee

September 9, 2024
Bud Clark Commons



**Homelessness
Response
System**



SOC Meeting Map

Agenda Highlights	Meeting Date	SOC Actions
<ul style="list-style-type: none">• Orientation to purpose, process and HRS committees relationship• HRAP Progress Report	September 9	<ul style="list-style-type: none">• Establish norms and processes to support inclusive discussion and decision making
<ul style="list-style-type: none">• KPI review• Data dashboard preview• Policy Discussion: Tents and Tarps	September 12	<ul style="list-style-type: none">• Input on Tent and Tarp Policy
<ul style="list-style-type: none">• Decision making approach• Approve Community Advisory Committee appointments• Proposed changes to HRAP	September 20	<ul style="list-style-type: none">• Approve Community Advisory Committee Members• Consider suggested HRAP changes



Jurisdictional Partners

Multnomah County

City of Gresham

State of Oregon

Home Forward

City of Portland

Metro

Health Share

Worksystems



Innovation **Impact**
Equity **Transparency**
Alignment **Community**
Accountability **Action Oriented**
Quality
Person-Centered **Partnership**
Cooperation

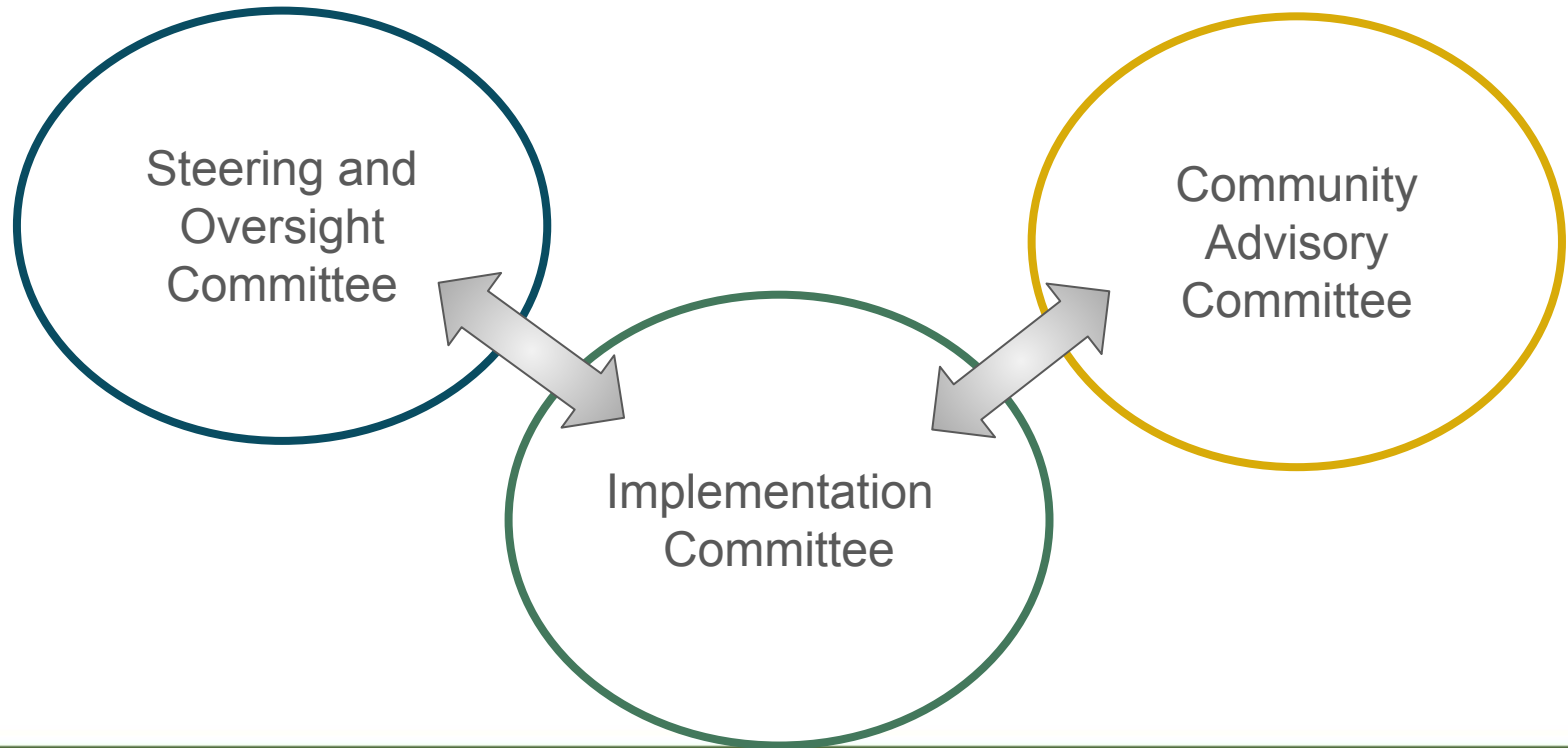


Guiding Documents

- Homelessness Response Action Plan (HRAP)
- Intergovernmental Agreement between Multnomah County and the City of Portland
- Steering and Oversight Committee Charter
 - Working Commitments



Homelessness Response System Committees



Homelessness Response System Committees

Steering and Oversight Committee

10 Members

Elected officials,
CEOs,
Business Leaders,
Community members,
Health Professional

Community Advisory Committee

16 Members

People with lived experience,
Service providers,
Advocates,
Community members,

Implementation Committee

12 Members

County COO,
City Administrator,
Department Directors,
Organizational and
System Leaders



Homelessness Response System Committees

Steering and Oversight Committee

- Monitor progress on HRAP Goals
- Set systems-level strategy
- Alignment of jurisdictional investments
- Adjust goals annually

Community Advisory Committee

- Identify emerging needs of the community
- Review and advise on strategy and outcomes

Implementation Committee

- Seek input from the Community Advisory Committee
- Drive and direct implementation of the HRAP
- Monitor progress on HRAP Goals



Steering & Oversight Committee

The Steering and Oversight Committee sets goals and strategies, and recommends budget and program alignment.

- Multnomah County Chair
- County Commissioner
- Portland Mayor
- City Commissioner
- East County Mayor
- CEO Home Forward
- CEO Health Share
- Behavioral Health expert
- Business representative
- SHS tax-paying community member living outside the City of Portland but within Mult Co



Homelessness Response Action Plan

Vision

- A community where homelessness is rare and brief.
- A community where people take care of one another, fostering opportunity and supporting livability.
- A community where services are equitable, coordinated, effective, just and accessible.



Homelessness Response Action Plan

Guiding Principles

- All people living in Multnomah County should have access to safe, stable and permanent housing.
- A comprehensive strategy on homelessness should simultaneously address the need for temporary shelter and emergency services as well as permanent long-term housing.
- Subject matter expertise, lived expertise and equity should be at the center of planning.
- Transparency and accountability for measured results should be a focus of spending and investments from all levels.



Homelessness Response Action Plan

Guiding Principles

- Services to people experiencing homelessness should be person-centered and place the needs of the individual at their core.
- Collaboration and a connected system for transitions is critical to navigating both housing and health (including behavioral health) systems to achieve lasting results.
- To every extent possible, investments should be aligned and synergistic, leveraging one another to make the highest possible use of every dollar.
- Strategies shall be equitable and designed with the most vulnerable and hardest to reach in mind.



Homelessness Response Action Plan

Approach and Priorities

1. Expand learning, best practices, and capacity-building to accelerate our work to meet the scale and complexity of current needs.
2. Bring more partners to the table with the strategic braiding of behavioral health, short- and long-term case management, employment, and other social support services with placement into permanent housing.
3. Develop a co-governance model, shared goals, expected outcomes, pathways to accomplish those goals, and flexibility to adjust strategies if we are not meeting them.



Homelessness Response Action Plan

Approach and Priorities

4. Center racial equity to diminish the known and significant racial disparities in regional homelessness can be reduced only through specific goals and investments.
5. Quantify the types of housing, shelter, and support services required to move people off the street or out of shelter and into sustainable, permanent housing.
6. Improve transparency and accountability through accurate dashboards, data, communication, and a single location to publish updates and information.



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Homelessness Response Action Plan Preliminary Update



HRAP Steering and Oversight Committee Meeting



HRAP Overview

The Homelessness Response Action Plan (HRAP) establishes the Homelessness Response System (HRS) to address the needs of people pushed into homelessness, including:

- Preventing homelessness
- Coordinating behavioral health and mental health interventions
- Adding hundreds of shelter and recovery beds to provide safety off the street



Plan Structure

9 Big Goals

29 Strategies

120 Action Items



HRAP Metrics



Baseline number of people experiencing unsheltered homelessness identified as of January 2024 (5,398 on by-name list)



2,699 people – equivalent to half those on the list – placed in shelter or housing by the end of 2025



15% increase in exits from shelter to permanent housing by the end of 2025



75% of people retain permanent supportive housing 24 months after placement

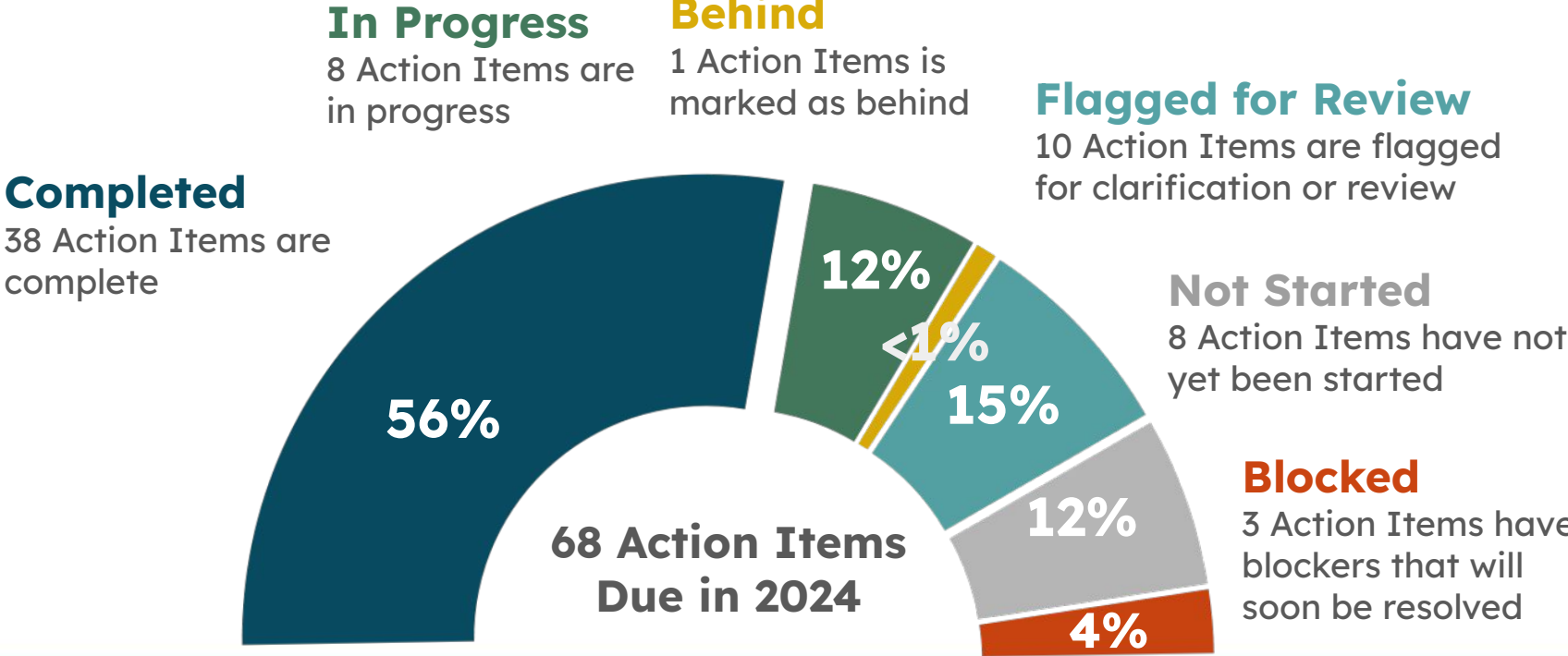


Implementation Committee

- 14 senior leaders from Multnomah County, City of Portland, City of Gresham, Metro, Home Forward, and Health Share of Oregon
- 6 monthly meetings to-date
- Active problem solving, coordination
- Mutual accountability and support
- Centralized project management support from HRS team



2024 Action Items Status Update Overall



Plan Goals

01

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

Key Completed Action Items:

- 1.1.3 Develop an outreach and engagement strategy workgroup and steering committee similar to the Community Sheltering Strategy.

02

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

Key Completed Action Items:

- 2.1.2 Review and streamline shelter services contracting process for faster and more efficient contracting that allows providers to meet workforce needs.

03

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

Key Completed Action Items:

- 3.4.2 Develop ongoing process for environmental scan to consistently update list of opportunities for building behavioral health capacity.



Plan Goals

04

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.

Key Completed Action Items:

- 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.

05

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.

Key Action Items in progress:

- 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.



Plan Goals

06

Increase the production of affordable housing.

Key Completed Action Items:

- 6.1.4 Fund infrastructure investments that will facilitate local housing production, including affordable housing.
- 6.1.6 Identify 20 commercial buildings in Central City for potential housing conversion

07

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

Key Completed Action Items:

- 7.2.2 Interim connection developed for shelter providers to report available access and appropriate placement spots available, to be tracked in real time.
- 7.1.1 and 7.1.2 Coordinate with other jurisdictions to align and communicate service definitions



Plan Goals

08

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.

Key Completed Action Items:

- 8.1.2 Agree on updated City-County IGA.
- 8.2.1 Launch Implementation Committee.
- 8.2.2 Launch Steering and Oversight Committee.

09

Develop and implement a communication strategy.

Key Completed Action Items:

- 9.1.1 Determine which metrics to track on a public dashboard, including data sources and parties responsible for tracking.

A

Additional and Future Considerations for the Homelessness Response System

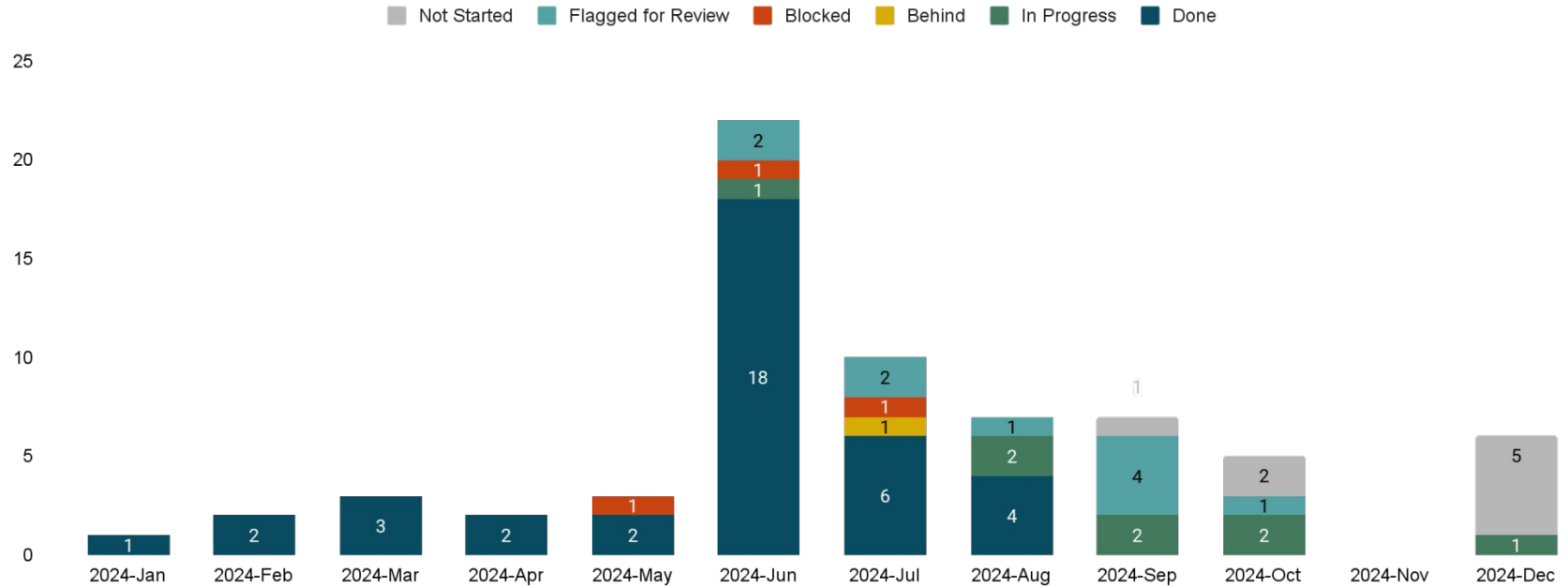
Key Completed Action Items:

- A.5.1 Fund outreach services at library locations.
- A.2.3 Move-In Multnomah contract for 140 rooms to be leased.



2024 Action Items Status Update by Month

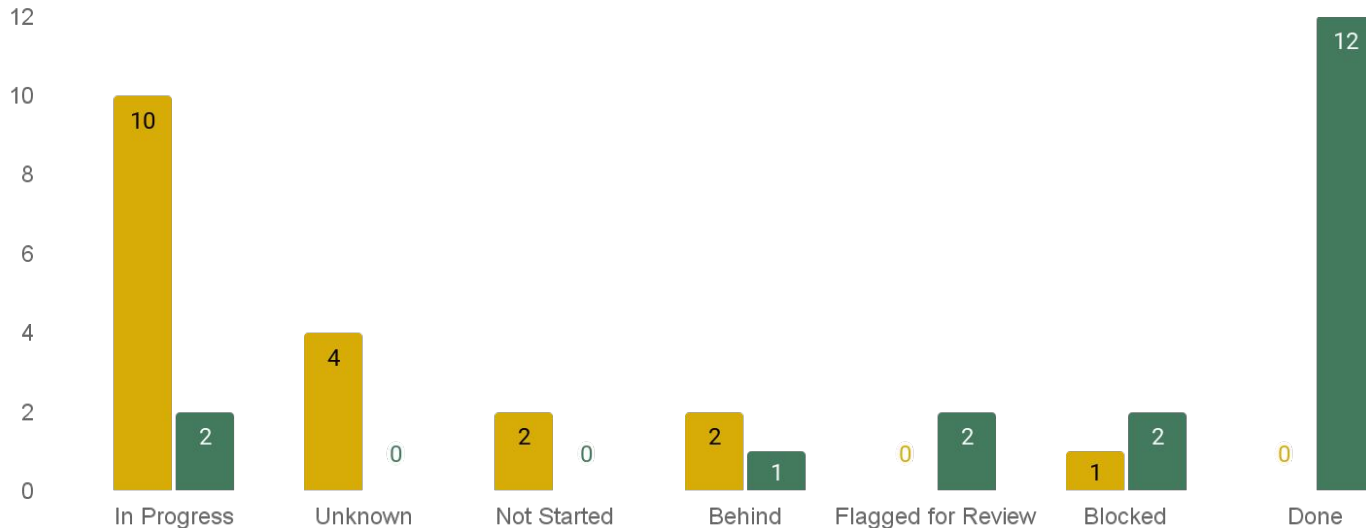
2024 HRAP Action Item Status by Month Due



Previously Overdue Action Items Update

Status of Overdue Items at July Meeting, as of August 1

July Meeting August Meeting



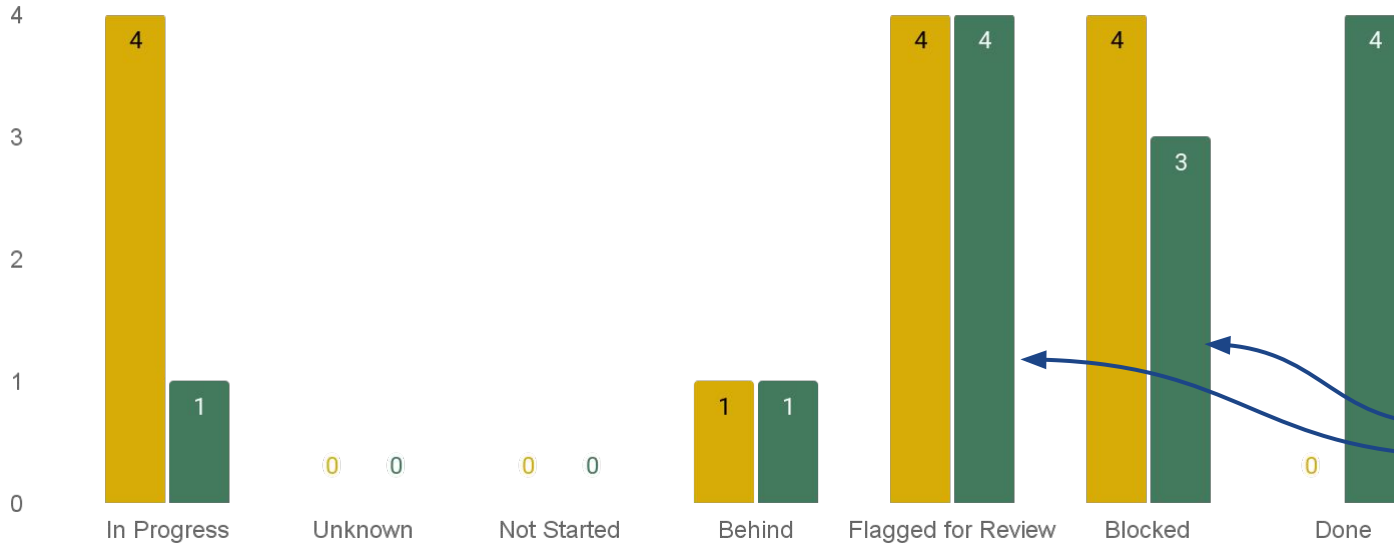
Of the 19 action items that were overdue as of the July implementation committee meeting, 63% were completed by the August implementation committee meeting.



Previously Overdue Action Items Update

Status of Overdue Items at August Meeting, as of September 6

■ August Meeting ■ September Meeting



Of the 9 action items that were overdue and marked in progress, behind or blocked at the August implementation committee meeting, 44% are now complete.

All flagged for review and blocked items will be unblocked by the steering and oversight committee.



Transformational Work

Implementation Committee summarized quotes:

- More holistic approach to support systems, avoid duplication of effort
- Helps to narrow and focus the work
- If blocked or stuck, we work together to find a path forward
- Coalesce around set of shared goals and principles
- A plan that marries housing and health (concepts + resources)
- More work to be done to support East County connections
- Richer, more effective partnerships, creates accountability

