



Homelessness Response Action Plan

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Agenda

- The case for a comprehensive approach
- Topline objectives
- Goals
- Timeline
- Responsibilities



The Case for a Comprehensive Approach



Understanding

- Underlying issues of homelessness cross governments and systems
- Closely linking systems essential to get people the help they need
- Expiring city - county IGA



Recognition

Addressing homelessness requires the sustained, coordinated, and collaborative focus of multiple levels of government and other systems



Objective

Identify system gaps, policy changes, coordination opportunities, lead agencies and timelines to optimize accountability and transparency.

Key Project Examples

Action Item	Date	Responsible
Engage in community planning to create a two-year sheltering strategic plan.	March 2024	Community Sheltering Strategy Steering Committee
Expand housing retention programs and increase funding for staffing and services needed to keep an individual housed.	June 2024	Joint Office, Oregon Housing and Community Services
Develop policy framework and program to ensure people leaving incarceration keep taking medication and receive follow-up.	October 2024	CCOs, Department of Criminal Justice



Topline Objectives



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



2,699 people – 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

Topline Objectives



End all behavioral health, health system, or hospital discharges to the streets by the end of 2025.



End discharges from corrections to the streets by 2026.



End homelessness for youth aging out of foster care by 2027.



Goal 1: Systems Development

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

- Institutional healthcare discharge connections
- Pathways between health systems and shelter/housing
- Pathways and transition plans for exiting incarceration
- Updated scoring for Coordinated Access priority



Goal 2: Shelter Expansion

Quickly increase shelters using best practices and housing inventory. Define roles and responsibilities for operators.

- 1,000 additional short-term shelter beds
- Plan for investing one-time dollars
- More landlord support and communication
- Increased wrap-around services + flow-through capacity





Goal 3: Behavioral Health

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

- +100** Psychiatric secure residential treatment beds and high-intensity services
- +150** Residential substance use disorder, withdrawal + dual diagnosis beds
- +20** Civil commitment beds
- +20** Subacute and stabilization beds
- +1** 24/7 drop-off sobering center
- +200** Assertive Community Treatment slots for people in severe mental distress



Goal 4: Preventing Homelessness

Establish rapid and long-term interventions aimed at preventing homelessness among at-risk populations.

- Youth aging out of foster care and exiting the criminal justice system
- Adults leaving incarceration
- People being discharged from healthcare or behavioral health centers



Goal 5: Strategic Investment

Use the right dollars for the right service to boost federal match, reduce competition and create long-term stability.

- Medicaid programs for supportive housing services and street response
- State and national advocacy to bill Medicaid, leverage federal funding for street response
- Employment for people transitioning out of homelessness





Goal 6: Affordable Housing

Increase the production of affordable housing.

- Alignment with City's Housing Production Strategy
- Prioritized permitting and inspection
- Consolidated city permitting
- Faith-based and nonprofit support
- Commercial buildings for potential housing conversion
- Increase state remediation funds





Goal 7: Data and Analytics

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

- Data sharing and tools to track progress
- Platforms to track housing inventory, people requiring services and availability of services
- Program evaluation plan
- Outcome analysis





Goal 8: New Governance Structure

Establish structure that aligns strategies, resources and outcome measurements; clarifies roles + responsibilities; includes nonprofit and private systems.

The Steering and Oversight Committee sets goals and strategies, and aligns budgets and programs accordingly.

VOTING MEMBERS

Multco Chair +
Commissioner, Portland
Mayor + Commissioner, east
county elected official

NON-VOTING MEMBERS (max 4)

Metro Housing Director, a
community-based organization or
service provider, and leadership from
the area's CCOs



Implementation Sub-Committee

Operationalizes strategies to meet established goals

COUNTY

Chief Operating Officer
Directors of:

- Homeless Services
- Community Justice
- Human Services
- Behavioral Health
- Health Department

CITY

- City Administrator
- Portland Housing Bureau Director
- Deputy City Administrator of Public Safety
- Portland Solutions Director

PARTNERS

- HealthShare
- Trillium
- Home Forward
- Oregon Housing Community Services
- Metro Housing
- OR Health Authority
- East county rep
- School district





Community Advisory Sub-Committee

Identifies emerging community needs and opportunities, provides input on strategies and tactics, and reviews goals and progress towards achieving them.

14 members, including

- 4 people with lived experience
- Representatives from business, labor, service providers, philanthropy, crisis response, first responder, affordable housing, street outreach/navigation, and health and recovery organizations

Goal 9: Communications

Develop and implement a communications strategy.

- Progress toward goals and metrics
- New “homebase” for information
- Quarterly email newsletter that updates partners and policymakers on key metrics and promotes online dashboard



Short-Term Action Plan

DRAFT PLAN

March 11

Release draft of Homelessness Response Action Plan.

BRIEFING

March 12

Brief City and County elected officials.

FEEDBACK

March 12-29

Invite community input, including virtual town halls for service providers (March 18) and general public (March 21)

DECISIONS

April

Feedback compiled by April 12, to inform final draft and City and County votes on intergovernmental agreement



Responsibilities

- Establish numeric goals and policy objectives – and track progress
- Organize cross-jurisdictional workgroups to break down silos and improve outcomes across the homeless services continuum
- Facilitate and organize three committees:
 - ✓ Steering and Oversight Committee
 - ✓ Implementation Subcommittee
 - ✓ Community Advisory Subcommittee
- Identify budgetary needs between jurisdictions to achieve goals and objectives
- Improve transparency and accountability through coordinated communication, accurate dashboards and data, and a single website for updates and information

