



# MULTNOMAH COUNTY

## SUPPORTIVE HOUSING SERVICES PROGRAM

Quarter 4 Update

**August 2022**

## Acknowledgment Page

We take this opportunity to thank the original caretakers of this land. Multnomah County is located on the ancestral homelands of the Multnomah, Kathlamet, Clackamas, Tumwater, Watlala bands of the Chinook, the Tualatin, Kalapuya, Wasco, Cowlitz, Molalla, and other indigenous nations of the Columbia River.

We honor and acknowledge the houseless community's experience, voice, and labor provided to inform our practices and efforts. We stand together as a community in solidarity for a better future for us all.

Unified efforts from Metro, Washington County, Clackamas County, cross-departmental partners, and the following community-based organizations provided essential support to the Joint Office of Homeless Services to support our shared vision of Multnomah County's Metro Supportive Housing Services Local Implementation Plan:



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## Executive Summary

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In the Spring of 2020, voters in Multnomah, Clackamas, and Washington Counties passed the first-ever regional tax to support homeless services. This new funding has supplemented local, state, and federal funding to significantly increase services for people experiencing homelessness. Measure 26-210, the Metro Supportive Housing Services Measure (SHS) is a funding stream designed to reduce chronic and episodic homelessness in the region.

As of 2017, there are at least 24,260 households experiencing homelessness across the region (an estimation that includes people doubled-up and living in vehicles), and approximately 4,936 of those households have extremely low incomes, a disabling condition, and have experienced long-term homelessness as defined by HUD.<sup>1</sup> People who meet these criteria (extremely low income, chronic homelessness and a disabling condition) are considered to be 'population A', and the SHS measure focuses on providing this population with permanent supportive housing and expedited access to mental health and addiction treatment supports.

The remaining 19,324 households that are experiencing homelessness do not have a disabling condition(s) or have experienced long-term homelessness (population B). These households do not typically need permanent supportive housing, and often resolve their homelessness with rapid rehousing rent assistance and employment/income acquisition services. In this first year of implementation, the JOHS has developed and launched programming to meet the needs of both population A and B, preventing thousands of people from falling into homelessness, and supporting hundreds of people to move out of shelters or from the streets and back into a permanent home. This year, 85% of new permanent housing placements were people from the population A category.

In Fiscal Year 2022 (FY22), the first year of implementation of Measure 26-210, Multnomah County has released three reports to demonstrate the progress of the implementation of SHS funding in the county. We are excited to present this final report for FY22, showing the overall programmatic impacts for people experiencing homelessness and the innovative program work completed in partnership with our community-based organization partners. We have much to celebrate and we still have much work to do.

In 2020, Multnomah County was projected to receive \$52 million in the first year of the Metro SHS program. The funding presented both an opportunity and challenge to quickly expand service capacity. By the end of this fiscal year, the JOHS expanded or launched 31 programs, and funded the operation of 10 additional emergency shelters.

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<sup>1</sup> Zapata MA,\* Liu J,\*\* Everett L, Hulseman P, Potiowsky T, & Willingham E. 2019. Governance, Costs, and Revenue Raising to Address and Prevent Homelessness in the Portland Tri-County Region. Portland State University. These estimates from 2017 are the most recent estimates for the region that include the doubled-up population.

Revenues outperformed projections and Multnomah County received \$92 million, an increase of \$40 million for the first year of SHS implementation. In partnership with our community based organizations, JOHS has built a robust service system to deploy the additional revenue to meet the goals set in Multnomah County's Metro Supportive Housing Services Local Implementation Plan.

While we worked to quickly bring new projects online, we also began laying the foundation for our Supportive Housing work over the next decade. This included supporting the design and implementation of the Regional Long-Term Rent Assistance (RLRA) program; improving our systems to track and evaluate Supportive Housing investments; supporting the Coordinated Access system to significantly scale up as we bring more Supportive Housing projects online; offering technical assistance to new Supportive Housing projects; and building our internal capacity to lead and support this work

One of the most significant LIP commitments is to expand behavioral health services in alignment with outreach, shelter and housing while coordinating access to services across systems including the health and criminal justice systems. Two examples of this work include: a partnership between the JOHS, Multnomah County's Behavioral Health Division, Central City Concern (CCC) and Related NW to create 40 Supportive Housing (SH) apartments at Cedar Commons to serve people with significant behavioral health needs; and a partnership between JOHS and the County's Department of Community Justice and CCC to create 15 SH apartments at the Henry Building for people exiting the criminal justice system.

Our community is experiencing a homelessness crisis that predates the COVID-19 pandemic and continues to disproportionately impact certain populations in our community (i.e., those already impacted from historic and ongoing systemic oppression), unless we both center equity in programs and funding decisions while also ensuring that elected leadership address the affordable housing crisis and the system failures that cause more and more people to fall into homelessness. . In the first year of implementation, SHS funds have proven to be an integral resource in our community's efforts to end homelessness. SHS has supported a regional-wide coordinated approach to delivering services, housing, and programs. We have coupled this housing with services that are critical to supporting housing stability, including programs designed to assist people with low incomes to increase their income and become financially self-sufficient. The JOHS provides multiple interventions to address homelessness, including an effective Safety Off and On the Streets response system to help people access emergency shelters.

As this Q4 report will show, SHS funds are playing a critical role in building an infrastructure designed to both reduce homelessness and increase housing, shelter and wrap-around services for our most vulnerable neighbors. In the first year of implementation 357 people were served in shelter, 1129 people moved into housing and 9156 people were served with eviction prevention services to prevent them from entering homelessness.

## Glossary of Terms

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American Rescue Plan Act (ARPA) - A federal COVID-19 relief bill passed in 2021 by the US Congress to provide emergency long-term rental assistance, among other supports, for people struggling economically during the pandemic.

Built for Zero (BfZ) - An initiative made up of more than 100 cities and counties that have committed to measurably ending homelessness for entire populations using data to achieve a milestone known as functional zero — an ongoing state where homelessness is rare and brief. Multnomah County joined this initiative in November 2021, with a focus on the chronically homeless population.

Chronic homelessness - People who are chronically homeless have experienced homelessness for at least a year – or repeatedly – while struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disability.

Coordinated Entry - The nationally recognized term for the centralized housing waitlist for people coming out of homelessness.

Corporation for Supportive Housing (CSH) - A national organization founded in 1991 to help bring supportive housing to those who need it most, with a combination of quality housing and support services. The company offers a comprehensive portfolio of services that boost the value and impact of work in more than 300 cities.

Homeless Information Management System (HMIS) - A local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Local jurisdictions are responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

Homelessness Research and Action Collaborative (HRAC) - A research center at Portland State University which aims to address the challenges of homelessness through research that uncovers conditions that lead to and perpetuate homelessness.

Housing and Urban Development (HUD) - The Federal agency responsible for national policy and programs that address housing needs in the US, that improve and develop the Nation's communities, and enforce fair housing laws.

Joint Office of Homeless Services (JOHS) - A collaboration between the city of Portland and Multnomah County governments whose aim is to provide funding, support and services to help end homelessness and to ensure safe, supportive housing for all who need it.

Move-In Multnomah - A program launched by Multnomah County in April 2022 to offer added incentives to landlords willing to rent to people coming out of homelessness.

Permanent Supportive Housing (PSH) - See 'Supportive Housing (SH)' definition below. The main difference is that Permanent Supportive Housing provides permanent support to people who are disabled and have experienced chronic homelessness.

Person-centered approach - The person is placed at the center of the service and treated as a person first. Focuses on the person and not their condition or disability.

Population A - A designation created by the US Department of Housing and Urban Development (HUD) to refer to people who meet the following criteria: chronically homeless, extremely low-income, and having one or more disabling conditions.

Regional Long-Term Rent Assistance (RLRA) - A program that provides a regional framework for the administration of rent assistance to ensure consistency for landlords, service providers and participants, while also allowing counties to independently implement the program based on local priorities.

Supportive Housing (SH): Deeply affordable housing with wraparound supportive services like behavioral health care, case management, education and job supports.

Trauma-informed care - An approach, based on the knowledge of the impact of trauma, aimed at ensuring environments and services are welcoming and engaging for service recipients and staff.

## Programming

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One of the priorities to address homelessness in the Portland metro area has been to significantly expand Supportive Housing (SH) for people with significant disabling conditions who are experiencing or at imminent risk of long-term or episodic homelessness. In the Local Implementation Plan (LIP) for the Supportive Housing Services measure (2020), Multnomah County set a goal to create 2,235 new SH units.

### **Laying the foundation for supportive housing expansion**

In FY 22, the Joint Office of Homeless Services (JOHS) focused on laying the foundation for our SH work over the next decade. We built a Permanent Supportive Housing Team in the Joint Office of Homeless Services and provided technical assistance to partner organizations interested in offering new SH or expanding existing SH. Some highlights of this Team's work in FY 22 include supporting the development and implementation of the Regional Long-Term Rent Assistance (RLRA) program, partnering with the Corporation for Supportive Housing (CSH) to offer a SH training series to providers, and partnering with the Homelessness Research and Action Collaborative (HRAC) at Portland State University on an evaluation of a local model of Permanent Supportive Housing (PSH) to inform future planning.

One of the essential innovations of the Metro SHS program is the creation of the Regional Long-Term Rent Assistance (RLRA) program. The JOHS worked closely with Home Forward, Metro Regional Government and with Clackamas and Washington Counties to design and implement this program in FY 22. Home Forward developed the internal staffing and structure to support the program, entered into project-based RLRA agreements with 7 affordable housing projects that include SH apartments (2 will come online in FY 23), and trained tenant-based SH providers to be part of the program. Multnomah County worked with the Housing Development Center, the Network for Oregon Affordable Housing (NOAH), Home Forward and other partners to develop a RLRA rent guarantee for a site-based SH project that will come online in FY 23. We hope this can serve as a model for future affordable housing projects in Multnomah County and the Metro region that commit to creating SH units as part of their original design.

The JOHS partnered with the Corporation for Supportive Housing (CSH) to provide a 6-part permanent supportive housing (PSH) training series to SH owners, property managers and service providers across 30 organizations. These trainings began in February 2022 and ran through July 2022. We worked with CSH to develop a Training Advisory Group of six culturally specific organizations to provide feedback on training materials and partner in training delivery. Another outcome of this work will be a framework and structure for ongoing PSH training and peer learning.

The JOHS partnered with HRAC to evaluate the Mobile Permanent Supportive Housing (MPSH) Team. The MPSH Team is a mobile, multidisciplinary and multi-agency collaborative team that provides SH services to households living in project-based and tenant-based SH apartments. The findings of the evaluation will inform future planning and expansion work.



In FY 22, the JOHS worked to develop the capacity and infrastructure to support this expansion while also launching a number of new SH programs. We focused on expanding culturally-specific and behavioral health-focused SH, creating SH by utilizing Metro and Portland Housing Bond funding for affordable housing developments, and by leveraging federal vouchers to create SH. We launched 14 SH projects in partnership with more than 20 organizations. Collectively, these projects served 265 households in FY 22.

## Emergency Housing Vouchers

Home Forward was awarded 476 emergency housing vouchers funded by the American Rescue Plan Act (ARPA) of 2021 to provide emergency long-term rental assistance. Home Forward started taking referrals through Multnomah County's Coordinated Entry systems in fall of 2021. The Emergency Housing Voucher (EHV) program serves individuals and families who are experiencing homelessness or who are at risk of homelessness. This includes people and families that are fleeing from domestic violence, dating violence, sexual assault, stalking, or human trafficking and those that have a high risk of housing instability or who have previously experienced periods of homelessness. Over the last fiscal year, JOHS, Home Forward, and 13 community based organizations have worked together to distribute Emergency Housing Vouchers. JOHS is leveraging SHS funds by contracting with community based organizations to support individuals secure housing who have been awarded an EHV. Following a period of capacity building, in the last quarter we saw a significant increase in the number of placements through this program. Through the 4th Quarter of Fiscal Year 2022 (Q4), 142 households have leased apartments with Emergency Housing Vouchers and 289 households have submitted housing applications. EHV disbursement and signing of leases will continue into FY23.

EHV Referrals through June 30, 2022

Vouchers	Households in Voucher Approval Process	Units Leased	Percentage Leased
476	289	167	29.8%

SHS funds are also being leveraged to provide housing retention support for 300 EHV households via 10 retention workers. Households supported by this program receive home visits, navigation to mainstream service systems, community referrals for domestic violence support, employment services, disability benefits acquisition, and other services to help people reach economic self-sufficiency and rebuild a community of support.

## Cross-Departmental Coordination

In Q4 the cross-departmental SHS coordination team held the first countywide SHS retreat with representatives from the Department of Health, the Department of Community Justice, the Department of County Human Services, and the JOHS. The retreat was designed to give a

general overview of the Metro Supportive Housing Services funded programs with a specific focus on the outcomes achieved in Year 1 and the new countywide SHS projects for FY23.

In addition to the retreat, this group continued to review the Coordinated Entry system, and received presentations on two new initiatives– Move-In Multnomah initiative and Built for Zero. At the end of Q4, the team started planning for a new countywide SHS project, the Frequent User System Engagement (FUSE) Pilot, which will involve several Multnomah County departments to identify people who are experiencing chronic homelessness and are also frequent recipients of county emergency services. Planning and development of the pilot will take place in FY23.

## Supportive Housing

### **Project-Based Supportive Housing Highlights**

In FY 22, the JOHS used Metro SHS funding to create 185 project-based SH apartments at 8 affordable housing developments including the Breitung Building, Cedar Commons, Crescent Court, Ellington, Findley Commons, Henry Building, Nesika Illahee and Renaissance Commons. Two are Portland Housing Bond projects (Crescent Court and the Ellington) and one is a Metro Housing Bond project (Findley Commons). Three of these projects opened their doors this year. In the other cases, Metro SHS funds enabled us to create SH apartments within existing buildings. Five of these projects were fully leased up by the end of FY 22 while the remaining are actively in the lease-up process, working to hire staff or converting apartments to SH at turnover. These 8 projects collectively served over 140 households in FY 22.

#### *Expanding culturally-specific supportive housing*

One of our LIP commitments is to expand culturally-specific SH for populations disproportionately impacted by homelessness. SHS funds supported three culturally-specific, project-based SH projects in FY 22. We partnered with the City of Portland, Home Forward and El Programa Hispano Catolico (EPHC) to create 20 SH apartments at the Ellington with culturally-specific services for the Latino/a/x community. The Ellington will also include 32 culturally-specific Homeless Preference apartments for the Latino/a/x community. We partnered with Native American Youth and Family Center (NAYA), Community Development Partners, and Native American Rehabilitation Association (NARA) to create 10 SH apartments at Nesika Illahee with culturally-specific services for the Native American community. We also partnered with REACH CDC and the Urban League of Portland to create 30 apartments of SH at Renaissance Commons with culturally-specific services for the Black/African American community.

#### *Leveraging federal rental vouchers and funding a regional long-term rent assistance program*

The LIP also includes commitments to leverage federal rental vouchers, and to fund a RLRA program to provide the ongoing rent assistance needed for SH. The Ellington leverages project-based Housing Choice Vouchers while the Breitung Building and a subset of SH apartments at Findley Commons leverage Veterans Affairs Supportive Housing (VASH) vouchers. The RLRA program provides rent assistance for the remaining SH apartments at Findley Commons and the other project-based SH apartments that were launched this year. Bringing

these project-based SH apartments online has required a significant amount of planning. We worked with each project team to design service plans and budgets, develop Memorandums of Understanding, review Tenant Selection Plans to ensure low-barrier access, and develop lease-up plans to support the Coordinated Access referral process.

### **Tenant-Based Supportive Housing Highlights**

In FY 22, we used SHS funding to create the capacity to serve 360 households across 6 new tenant-based SH projects. These projects are aligned with our LIP priorities to serve participants of Assertive Community Treatment (ACT) teams who are unhoused, seniors initially served through the regional "Metro 300" grant from Kaiser, and COVID-19 high risk households. The projects also expand culturally specific SH and SH integrated with Behavioral Health services. Most of these projects are fully staffed and all are in the process of ramping up their services. These 6 projects collectively served 176 households and placed 111 of those households into housing in FY 22.

#### *Serving "Metro 300" seniors in need of supportive housing*

In early 2020, the Kaiser Permanente National Community Benefit Fund provided one-time grants to Multnomah, Clackamas and Washington Counties to house 300 seniors (age 50 and above) experiencing homelessness. The Metro SHS program allowed us to build SH programming for seniors served by this program who needed ongoing support, as well as seniors served in the County's high risk COVID-19 hotel shelters. The JOHS funded the Native American Rehabilitation Association (NARA) and the Northwest Pilot Project (NWPP) to create the capacity to collectively serve 100 senior households with tenant-based SH. Our partnership with CCC to support 15 households at the Henry (described above under "project-based supportive housing highlights") was also initiated as part of the "Metro 300" program.

#### *Supportive housing for youth, families with children and domestic violence survivors*

While most of our SH expansion in FY 22 focused on adult-only households, where we see the greatest need for SH based on available data, the JOHS also began working with the youth, domestic violence, and family systems to plan SH expansion to address the needs across these populations. This led to an investment in New Avenues for Youth to provide SH to 30 youth-only households with a focus on youth experiencing homelessness in East County. The JOHS is planning for SH expansion in the family and domestic violence systems in FY 23.

## **System Access & Navigation**

Throughout this year, the FY22 SHS investments in the System Access & Navigation services have increased access to legal services, culturally specific housing assessment and navigation, and peer support services. Expansion of the JOHS Adult Navigation team included adding peer support specialists from the Mental Health and Addiction Association of Oregon (MHA AO). Overall, by the end of Q4, the team (which was partially funded by SHS) had 2640 interactions with people experiencing unsheltered homelessness. These interactions result in a variety of service referrals including shelter, medical care, and coordinated access assessment. The

addition of peer support is a commitment made in Multnomah County's Local Implementation Plan.

The Barrier Mitigation project through the Metropolitan Public Defenders Services received a total of 136 referrals from Multnomah County's homeless service systems. In the LIP, JOHS made a commitment to increase consistent access to legal services, which most community-based organizations do not have the finances to offer on a regular basis. This intervention has been made available to all of the populations served by Multnomah County's homeless service system and in Q4:

- 52 referrals were received from the adult system
- 20 referrals were received from the domestic violence system
- 46 referrals were received from the family system
- 17 referrals were received from the youth system

The types of legal services performed in Q4 were expungements, landlord/tenant debt negotiation, and legal assistance to obtain identification. By the end of Q4, the Coordinated Housing Assessment Team (CHAT), which was expanded with SHS funds by adding a culturally specific team, completed over 250 housing assessments and assisted over 65 people to prepare documents for housing placement.

The housing navigators in the Homeless Family System of Care was a new investment funded by SHS and the team served a total of 450 families through Q4.. Overall there were 254 families referred into housing programs, 62 families referred into winter shelter, and 243 families who completed housing assessments . While this team had hiring challenges through the year, their determination and commitment resulted in the team surpassing their programming goals for the year.

## Housing Placement & Retention

Rapid re-housing, an evidence based model that provides up to 24 months of rent assistance, is a vital intervention in Multnomah County's response to homelessness and it continues to show success in supporting people exiting homelessness, identifying permanent housing and helping people retain their housing. This is why the JOHS placed an emphasis on rapid re-housing in the Local Implementation Plan (LIP). In the first year of SHS implementation, the JOHS worked with our community based organization partners to identify additional rapid re-housing opportunities by building capacity within existing programs and by starting new programs. Due to this work, the JOHS funded partners were able to place 629 people in housing this quarter (this number includes SHS funded housing placement across our systems including PSH housing placement) and 1129 this fiscal year.

### Housing Placement Highlights

In addition to the Emergency Housing Voucher project described in an earlier section of this report, the two programs described in this section have done incredible work to support people

experiencing homelessness to move back into permanent housing and provide the resources needed for people to keep their housing.

#### *Expanding the mobile housing team in the homeless family system of care*

The Mobile Housing Team (MHT) is a rapid re-housing team designed to support families experiencing homelessness to move back into and maintain permanent housing stability as quickly as possible. This team offers flexible client assistance, that includes rental assistance, and supportive services. This is a multi-agency team composed of predominantly culturally specific providers who provide services that are culturally specific and responsive to the Latino/a/x, Black and Native American communities. SHS funds were leveraged this year for MHT to provide flexible client assistance. Through Q4 this team has placed 174 families into housing.

Move-In Multnomah is a new SHS-funded initiative designed to immediately increase access to available homes in Multnomah County by recruiting new landlords to be partners and providing landlord incentives to serve people exiting homelessness. The Move-In Multnomah initiative is modeled on our successful effort for Veterans and the plan was reviewed by local community based organizations and affordable housing owners/landlords. In exchange for a landlord incentive package that could include a rent guarantee, a unit holding fee, a damage repair fund, and a dedicated 24/7 landlord call line, landlords will remove certain barriers to housing placement, which has enabled our community based organization to house an additional 125 people moving from homelessness into housing. This initial success has led JOHS to extend the program into FY23. There are a total of five community based organizations currently participating in this initiative, however, a total of 19 organizations have signed on to offer the landlord incentives.

## Prevention & Diversion

At the onset of the pandemic, one of Multnomah County's priorities was to prevent as many evictions as possible related to the economic impacts of COVID-19. In anticipation of this, JOHS committed, in the Phase I investments of the LIP, to support households who are experiencing housing insecurity. Multnomah County's Rapid Response Eviction Prevention Program, a partnership with the Portland Housing Bureau, Home Forward, legal assistance providers, and community-based organizations, launched at the beginning of this fiscal year in an effort to adapt to the rapidly changing landscape..

Due to the compounding impacts of COVID-19 and the other inequitable structures in our society, communities of color and immigrants and refugees continue to experience housing insecurity and homelessness at a disproportionate rate. JOHS funded increased staff capacity, primarily in culturally specific organizations, to ensure that millions of dollars in federal rental assistance is distributed equitably. This community-based approach for delivering rent assistance leverages existing systems and relationships. Currently, 43 partner organizations across the four systems of care (adult, family, youth, and domestic violence) provide rent assistance and support services in our community. JOHS has also provided SHS funding to rent assistance programs prioritized for

culturally specific organizations. As of Q4, the community-based organizations receiving SHS funds served 9187 people to prevent eviction and support people to stay in their homes. .

Additional community partners in our work to prevent evictions include 211 Info (211) and Oregon Law Center. The JOHS has invested in expanding the capacity of 211, a community-based nonprofit organization that helps people identify, navigate and connect with local social service resources, including legal support. This year, 211 received and triaged over 26,000 rent assistance calls for Multnomah County residents. Through Q4, Oregon Law Center provided legal services and supported 537 households responding to eviction notices with JOHS SHS investments..

JOHS also partnered with Home Forward in Q4, leveraging SHS funds to operate an emergency rent assistance program for households at Home Forward properties with rent debt. Home Forward is committed to supporting the housing stability of all the people they serve. Throughout the pandemic, Home Forward has worked to help households who have not been able to pay their rent. They implemented an internal eviction moratorium for nonpayment of rent for two full years. Due to the pandemic lasting longer than the eligibility period for most emergency rent assistance programs, many Home Forward residents still had a significant amount of rent debt after rent assistance programs ended. With this partnership between JOHS and Home Forward, every current household with rent debt from the pandemic was eligible for SHS rent assistance and received support from Home Forward on the application process. There were 1116 households that were served in this program.

This quarter, JOHS funded community based organizations prevented evictions and these households have been able to stay in their homes and avoided entering homelessness.

## Safety On and Off the Streets

In Q4, the Multnomah County Behavioral Health Division launched a new wrap-around non-congregate emergency shelter. The Cultivating Community Motel is a 40-bed shelter serving people experiencing homelessness who also have significant mental health disabilities. The program offers shelter and 24-hour onsite mental health support for treatment, community engagement, peer support, and housing navigation.

The Multnomah County Promoting Access To Hope (PATH) Team continued its outreach efforts to people experiencing homelessness on the street or within shelters to provide access to drug and alcohol treatment resources. This team supports people through the process of entering substance abuse treatment, which can take anywhere from a couple of days to a couple of months. This team has been in operation since July 2021 and has served 223 people through outreach and engagement (this number is larger than the number of those that enter treatment) and the team has served 13 people with emergency rent assistance.

SHS funds were used to support COVID-19 shelters in Q4, and will continue to support these shelter programs into the next fiscal year. JOHS continues to utilize non-congregate shelters

because COVID-19 cases remain at high levels in Multnomah County and the ability for congregate shelters to offer isolation for anyone impacted by a communicable disease is minimal, our community based partners continue to see a need for individual isolation rooms outside of the traditional congregate shelter setting.

#### *Investing in employment and hygiene projects to improve quality of life*

By the end of Q4 over 200 people went through an employment orientation and over 159 people participated as a volunteer with Central City Concern's Volunteer Corps, which is a program that offers vital employment experiences paired with volunteer stipends and housing referrals. The mobile shower and hygiene program provided over 2,817 showers and completed outreach with an estimated 1000 people; total services combined reached over 3,800 people.

## Planning

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The Supportive Housing Work Plan established the requirement that each county's Local Implementation Plan needed to be developed in full partnership with an advisory committee that equitably reflected community expertise and experience. To meet this requirement, each county could either convene a new advisory committee or use an existing committee that fulfilled the advisory committee requirements.

JOHS used an existing committee, the A Home for Everyone (AHFE) Coordinating Board until its sunset in April 2022. JOHS then started to recruit for the new Supportive Housing Services (SHS) Advisory Committee in Spring 2022 that will have 11-20 members. JOHS staff sent emails to conduct outreach consisting of the application opening announcement, three reminder emails as well as an additional email to alert community members to the extended deadline. JOHS also engaged in outreach through social media, PSAs on community radio stations and paid ads in Street Roots newspaper. JOHS received a total of 100 applications and 39% were from Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and other people of color. Candidates have been selected and are awaiting approval by the Board of Commissioners.

## Equity Investments

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The Multnomah County Local Implementation Plan is committed to intentional planning that includes those who are most impacted by homelessness through development of future-forward practices and structures that offer a vision for true transformation to achieve racial equity. In alignment with this commitment, in Q4, JOHS hired an equity engagement coordinator. The equity engagement coordinator develops processes in JOHS that create meaningful partnerships with community partners and addresses systemic barriers to contracting with the County. The community partnership work entails outreach and communication with culturally specific organizations as well as coordination with regional partners in Washington and Clackamas Counties. The equity engagement coordinator identifies solutions to systemic barriers to contracting for emerging and culturally specific providers in order to increase the number of contracted culturally specific providers. The equity engagement coordinator also supports



technical assistance opportunities for emerging and culturally specific providers to expand capacity and internal infrastructure for providers. This work will support JOHS in reaching the goals set out in the LIP regarding building capacity for culturally specific organizations that will be reflective of all the communities that we serve.

## Data Disaggregation

Data-driven decision-making and evaluation focused on equity are core objectives in the LIP. In order to do this, we need to know the demographic characteristics of who is being served in which programs. JOHS has centered this goal as we have developed data structures and practices. All data collected in the Homeless Information Management System (HMIS) allows for disaggregation by race and ethnicity, among other important demographic categories, to better understand how our programs are serving Black, Indigenous and other communities of color. For example, we examine whether certain demographic groups are underrepresented among our clients relative to their presence in the population needing services. We use this information to guide our outreach to service providers and other stakeholders in determining priorities for new programs. We continue to improve our procedures to ensure we collect this data while still prioritizing service provision.

Through Q4, 40 percent of persons served in SHS-funded emergency shelters identified as BIPOC; 73 percent of people identified as BIPOC in homelessness prevention programs; and 41 percent of persons placed into permanent housing with SHS funds identified as BIPOC, with 38 percent identifying as Non-Hispanic White (this includes only the data from service providers that were able to provide disaggregated demographic data)<sup>2</sup>. See Appendix B: Quarterly Outcomes Report for more detailed data.

## New Coordinated Access Assessment Tools

JOHS has continued its work with two consultants, Focus Strategies and C4, to revise the coordinated access process and to create a new assessment tool to be more responsive, effective and culturally appropriate. In Q3, C4 engaged with providers and with people who have lived experience of homelessness in a culturally responsive and culturally specific feedback process. In Q4, C4 and Focus Strategies used this feedback to develop an initial draft of a new assessment with new prioritization questions and policies. This draft was shared with JOHS staff for initial review and will be brought to the Family Coordinated Access and Adult Coordinated Access meetings for their feedback before the JOHS office finalizes the next steps to pilot the new coordinated access tool.

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<sup>2</sup> Some of this data was collected outside of the Homeless Information Management System (HMIS). When that occurs, JOHS is unable to disaggregate race and ethnicity data. Non-HMIS data is added to the 'Race/Ethnicity Unreported' category. We continue to improve the data capture of these programs by building capacity for data entry and reducing data entry lag.



## Wage Study

As a central element of our evaluation and equity in investments, we continued working with Homebase Consulting on a compensation, classification and benefits study ("wage study") of our contracted community-based organizations. This study will inform our efforts to address homelessness by supporting a resilient and sustainable workforce. During Q4, the wage study team completed survey data collection from a majority of our contracted providers. We continue to work closely with agencies to encourage and support them in completing the surveys. We collected data on the agencies' compensation policies and amounts from human resources and finance staff, and also surveyed agencies' employees directly to learn more about the non-monetary aspects of compensation, benefits and job satisfaction.

The team also began to design employee focus groups to provide staff with the opportunity to contextualize their survey responses. We identified data sources to benchmark our providers' wage levels to similar jobs outside of the homelessness services system. We also began to design the customized classification, compensation and benefits reports that will be provided to each participating agency at the end of the study.

## System Investments & Data Management

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### Program System Expansion

JOHS has wrapped up the first year of SHS implementation work and the significant system expansion could not have been possible without adding capacity in JOHS. This increased staff capacity includes staff for the program data, data, evaluation, communications and human resources teams.. This additional capacity has supported internal work to ensure SHS is implemented in adherence with the LIP, support Multnomah County's internal operations and provide support to contracted providers.

### Data Development

JOHS continues to work on improving its data reporting capacity and data quality initiatives. During Q4, JOHS focused its efforts on key data development needs:

- Training new agency staff who are responsible for data entry and reporting.
- Hiring and onboarding JOHS data analyst and technical positions to ensure timely data reporting and analysis.
- Performing rigorous quality assurance processes to ensure data is getting into our systems from recently launched programs.
- Providing agencies with technical assistance to ensure programs have adequate resources and understanding in order to do this work.

- Finalizing a contract with Wellsky, our region's HMIS vendor, as part of planning for Multnomah County's Department of County Assets - Information Technology taking over as the Tri-County administrator of HMIS.
- Drafting design of data dashboards and interactive reports that will allow for maximum transparency on progress toward systemwide and SHS-specific outcomes.
- Working with Tri-County leadership to help define goals for future reporting and intergovernmental data sharing agreement with Metro.

## Built for Zero

JOHS continues work toward Built for Zero (BfZ) implementation and the achievement of a "Quality By-Name List" to support and complement other by-name lists of adults and other populations already in use by JOHS.

During Q4, JOHS pivoted to focus on development of tools, policies and procedures to support data collection during outreach and navigation. We expanded our team to include outreach and navigation program experts, and identified a need for a comprehensive community engagement plan. This plan will be a focus of the next quarter, with a goal of trauma-informed data collection processes that support relationship building during outreach work while still creating a mechanism to collect data.. We also refined various coordinated outreach policies and examined how they will work with a broadened data collection process.

JOHS' data team also continued working with BfZ staff to map our data to their system and upload reports to identify data system gaps. The goal of BfZ is to work toward measurably ending homelessness for all, by strengthening data-driven systems that can support programs and processes designed for the continuous reduction of homelessness. The initial target population for this work in Portland, Gresham and Multnomah County is single adults experiencing chronic homelessness, who, by definition, can be in shelters or unsheltered.

## Appendix A: FY22 Program Table

### Supportive Housing Programs

Program	SHS Capacity	Program Launched	Population A,B,Both	Culturally Specific
<b>Breitung Building</b>	28 apts	✓	A	--
Do Good Multnomah		✓		--
<b>Cedar Commons</b>	40 apts	✓	A	--
Central City Concern		✓		--
Home Forward		✓		--
<b>Crescent Court</b>	7 apts	--	A	--
Central City Concern		--		--
Home Forward		--		--
<b>The Ellington</b>	20 apts	✓	A	--
El Programa Hispano Catolico		✓		✓
Home Forward		✓		--
<b>Findley Commons</b>	35 apts	✓	A	--
Do Good Multnomah		✓		--
Home Forward		✓		--
<b>The Hayu Tilixam Building</b>	9 apts	--	A	✓
NARA		--		✓
NAYA		--		✓
<b>The Henry Building</b>	15 apts	✓	A	--
Central City Concern		✓		--
<b>Nesika Illahee</b>	10 apts	✓	A	✓
NARA		✓		✓
<b>Renaissance Commons</b>	30 apts	✓	A	--
Home Forward		✓		--
REACH CDC		✓		--
Urban League of Portland		✓		✓
<b>The Vibrant Building</b>	20 apts	✓	Both	--
Innovative Housing Inc		✓		--
<b>ACT Long-Term Rent Assistance</b>	100 apts	✓	A	--
Cascadia Behavioral HealthCare Inc (FACT)		✓		--
Central City Concern (ACT)		✓		--
Home Forward		✓		--
NARA (ACT) (Totem Lodge)		✓		✓
Outside In		✓		--
Telecare		✓		--
<b>Intensive Case Management (ICM) Long-Term Rent Assistance</b>	50 apts	--	A	--
Cascadia Behavioral Healthcare		✓		
Central City Concern		✓		
Lifeworks NW		✓		
<b>Elder/Senior Long-Term Rent Assistance</b>	115 apts	✓	A	--

## Supportive Housing Programs (continued)

Program	SHS Capacity	Program Launched	Population A,B,Both	Culturally Specific
NARA		✓		✓
Northwest Pilot Project		✓		--
<b>Umoja Timu Project</b>	30 apts	--	A	✓
The Urban League of Portland		--		✓
<b>Youth Long-Term Rent Assistance</b>	30 apts	✓	A	--
New Avenues for Youth Inc		✓		--

## System Access & Navigation Programs

Program	SHS Capacity	Program Launched	Population A,B,Both	Culturally Specific
<b>Adult System Navigation Team Expansion</b>	1,500	✓	A	--
Cascadia Behavioral Healthcare - BH focus		✓		--
Mental Health Association of Oregon		✓		--
<b>Barrier Mitigation</b>	340	✓	Both	--
Metropolitan Public Defenders Services Inc		✓		--
<b>Culturally Specific CHAT 'BIPOC Collaborative'</b>	200	✓	A	✓
El Programa Hispano Catolico		✓		✓
Urban League of Portland		✓		✓
<b>Promoting Access to Hope (PATH)</b>	--	✓	A	--
Multnomah County Behavioral Health Division		✓		--
<b>Housing Navigators</b>	150	✓	A	--
El Programa Hispano Catolico		✓		✓
Human Solutions		✓		
Native American Youth & Family Services		✓		✓
Self Enhancement Inc		✓		✓

## Prevention & Diversion Programs

Program	SHS Capacity	Program Launched	Population A,B,Both	Culturally Specific
<b>Emergency Rent Assistance Program (ERAP)</b>	--	✓	Both	--
Cascade Aids Project		✓		--
Cascadia Behavioral Healthcare Inc		✓		--
El Programa Hispano Catolico		✓		✓
Human Solutions Inc		✓		--
IRCO		✓		✓
JOIN		✓		--
Latino Network		✓		✓
NAYA		✓		✓
NARA		✓		✓
Self Enhancement Inc		✓		✓
Transitions Projects		✓		--
Urban League of Portland		✓		✓
Worksystems		✓		--
<b>Eviction Prevention</b>	2,800	✓	Both	--
211 Info Inc		✓		--
Oregon Law Center		✓		--

## Safety Off & On the Streets Programs

Program	SHS Capacity	Program Launched	Population A,B,Both	Culturally Specific
<b>Emergency Shelter</b>	283	✓	A	--
Arbor Lodge		✓	A	--
Beacon Village		✓	A	--
Barbur Inn		✓	A	--
Cypress Inn		✓	A	--
Motel 6		✓	A	--
Portland Pensione		✓	A	--
Golden Knight		✓	A	--
East Multnomah County Shelter		--	A	--
WeShine Village				
<b>Employment Programs</b>	--	✓	A	--
Clean Start - CCC		✓	A	--
Community Volunteer Corps - CCC		✓	A	--
Workforce Cleaning Brigade		✓	A	--
Fire Outreach - Street Roots		--	A	--
<b>Mobile Shower &amp; Hygiene</b>	--	✓	A	--
Cultivate Initiatives		✓	A	--

## Housing Placement & Retention Programs

Program	SHS Capacity	Program Launched	Population A, B, Both	Culturally Specific
<b>Adult Outreach Team</b>	--	✓	A	--
JOIN		✓		--
<b>Assertive Engagement</b>	100	✓	Both	--
New Avenues for Youth Inc		✓		--
Outside In		✓		--
<b>Emergency Housing Vouchers</b>	300 apts	✓	A	--
Cascadia Behavioral Healthcare		✓		--
Do Good Multnomah		✓		--
Immigrant & Refugee Community Organization		✓		✓
Human Solutions		✓		--
JOIN		✓		--
NARA		✓		✓
New Avenues for Youth		✓		--
Outside In		✓		--
Portland Homeless Family Solutions		✓		--
Raphael House of Portland		✓		--
Self Enhancement Inc		✓		✓
Urban League of Portland		✓		✓
Volunteers of America		✓		--
<b>Fostering Youth to Independence Vouchers</b>	75 apts	✓	Both	--
New Avenues for Youth		✓		--
Human Solutions		✓		--
<b>Mobile Housing Team (MHT)</b>	--	✓	A	--
El Programa Hispano Catolico		✓		✓
JOIN		✓		--
Latino Network		✓		✓
NARA		✓		✓
NAYA		✓		✓
Portland Homeless Family Solutions		✓		--
Self Enhancement Inc		✓		✓
<b>Placement Out of Shelter</b>	375	✓	A	--
Human Solutions -Chestnut Tree Inn Move-Out		✓		--
Do Good - Mobile Intensive Support Team		✓		--
New Narratives - Behavioral Health Focus		✓		--
Transitions Project - Mobile Shelter Placement Team		✓		--
Urban League of Portland - Placement Out of Shelter		✓		✓
<b>Rosemont Court Relocation Project</b>	--	--	B	--
Northwest Pilot Project		--		--
Urban League of Portland		--		✓

## Appendix B: Quarterly Outcomes Report

### Permanent Housing Placement - disaggregated by race & ethnicity

Permanent Housing SHS-Funded Programs Only	People Newly Placed		People Enrolled, Regardless of Entry Date	
	n	%	n	%
Total People	1,129	-	1,768	-
<b>Race &amp; Ethnicity (Mutually Exclusive Categories)</b>				
BIPOC	465	41%	727	41%
Non-Hispanic White	419	37%	668	38%
Race/Ethnicity Unreported	245	22%	373	21%
<b>Race &amp; Ethnicity (Alone or In Combination Categories)</b>				
Asian or Asian American	19	2%	31	2%
African	5	<1%	22	1%
Black, African American or African	271	24%	436	25%
Hispanic or Latin(a)(o)(x)	154	14%	216	12%
Middle Eastern	4	<1%	9	1%
Native American, American Indian, Alaska Native or Indigenous	101	9%	174	10%
Native Hawaiian or Pacific Islander	33	3%	46	3%
Slavic	14	1%	50	3%
White	554	49%	866	49%
<b>Additional Info</b>				

Permanent Housing SHS Population Breakdown	Newly Placed in Housing	
	n	%
Pop A	962	85%
Pop B	167	15%
Total	1129	100%

## Homelessness Prevention - disaggregated by race & ethnicity

Homelessness Prevention SHS-Funded Programs Only	People Newly Enrolled		People Enrolled, Regardless of Entry Date	
	n	%	n	%
Total People	9,156	-	9,187	-
<b>Race &amp; Ethnicity (Mutually Exclusive Categories)</b>				
BIPOC	6,659	73%	6,675	73%
Non-Hispanic White	2,156	24%	2,171	24%
Race/Ethnicity Unreported	341	4%	341	4%
<b>Race &amp; Ethnicity (Alone or In Combination Categories)</b>				
Asian or Asian American	548	6%	550	6%
African	979	11%	980	11%
Black, African American or African	3600	39%	3612	39%
Hispanic or Latin(a)(o)(x)	2,050	22%	2,052	22%
Middle Eastern	166	2%	167	2%
Native American, American Indian, Alaska Native or Indigenous	549	6%	551	6%
Native Hawaiian or Pacific Islander	411	4%	411	4%
Slavic	189	2%	189	2%
White	3,680	40%	3,697	40%
<b><u>Additional Info</u></b>				



## Emergency Shelter - disaggregated by race & ethnicity

<b>Emergency Shelter</b> SHS-Funded Programs Only	<b>People Newly Enrolled</b>		<b>People Enrolled, Regardless of Entry Date</b>	
	<b>n</b>	<b>%</b>	<b>n</b>	<b>%</b>
Total People	357	-	470	-
<b>Race &amp; Ethnicity (Mutually Exclusive Categories)</b>				
BIPOC	139	39%	187	40%
Non-Hispanic White	190	53%	253	54%
Race/Ethnicity Unreported	28	8%	30	6%
<b>Race &amp; Ethnicity (Alone or In Combination Categories)</b>				
African	5	1%	5	1%
Asian or Asian American	4	1%	5	1%
Black, African American or African	65	18%	89	19%
Hispanic or Latin(a)(o)(x)	36	10%	48	10%
Native American, American Indian, Alaska Native or Indigenous	47	13%	68	14%
Native Hawaiian or Pacific Islander	14	4%	14	3%
White	250	70%	330	70%
<b><u>Additional Info</u></b>				
<b>Emergency Shelter</b> SHS Population Breakdown	<b>Newly Enrolled &amp; Total Served</b>		<b>People Enrolled, Regardless of Entry Date</b>	
	<b>n</b>	<b>%</b>	<b>n</b>	<b>%</b>
Pop A	357	100%	470	100%
Total	357	100%	470	100%

## Services Only - Total Enrolled - disaggregated by race & ethnicity

<b>Services Only Programs</b>	
People Enrolled, Regardless of Entry Date	852
<b><u>Additional Info</u></b>	

## SHS-Population A Proxy - disaggregated by race & ethnicity

<b>SHS Population A Proxy: People with Disabling Conditions and Very Low Income Experiencing or at Imminent Risk of Long-Term Homelessness</b>		
	<b>n</b>	<b>%</b>
Total People	2,971	-
<b>Race &amp; Ethnicity (Mutually Exclusive Categories)</b>		
BIPOC	1,279	43%
Non-Hispanic White	1,644	55%
Race/Ethnicity Unreported	48	2%
<b>Race &amp; Ethnicity (Alone or In Combination Categories)</b>		
African	13	<1%
Asian or Asian American	45	2%
Black, African American or African	564	19%
Hispanic or Latin(a)(o)(x)	340	11%
Middle Eastern	4	<1%
Native American, American Indian, Alaska Native or Indigenous	495	17%
Native Hawaiian or Pacific Islander	84	3%
Slavic	6	<1%
White	2,157	73%
<b><u>Additional Info</u></b>		

### SHS-Population B Proxy - disaggregated by race & ethnicity

<b>SHS Population B Proxy:</b> People Experiencing or at Significant Risk of Homelessness		
	<b>n</b>	<b>%</b>
Total People	34,744	-
<b>Race &amp; Ethnicity (Mutually Exclusive Categories)</b>		
BIPOC	27,115	78%
Non-Hispanic White	6,019	17%
Race/Ethnicity Unreported	1,610	5%
<b>Race &amp; Ethnicity (Alone or In Combination Categories)</b>		
African	3,240	9%
Asian or Asian American	2,315	7%
Black, African American or African	12,647	36%
Hispanic or Latin(a)(o)(x)	11,213	32%
Middle Eastern	403	1%
Native American, American Indian, Alaska Native or Indigenous	1,478	4%
Native Hawaiian or Pacific Islander	1,303	4%
Slavic	410	1%
White	11,434	33%
<b>Additional Info</b>		

### SHS-Funded Beds & Units - disaggregated by race & ethnicity

<b>SHS-Funded Beds &amp; Units:</b> New		
	<b>Beds</b>	<b>Units</b>
Emergency Shelter	150	150
Permanent Supportive Housing	425	425
PH - Housing with Services	522	332
Rapid Rehousing	444	354
<b>Total</b>	<b>1541</b>	<b>1261</b>
<b>Additional Info</b>		
Beds & units are only included when at least one person has become enrolled in the program via an Entry Date.		

## SHS-Funded Beds & Units continued

SHS-Funded Beds & Units: Total		
	Beds	Units
Emergency Shelter	312	312
Permanent Supportive Housing	435	435
PH - Housing with Services	522	332
Rapid Rehousing	444	354
<b>Total</b>	<b>1713</b>	<b>1433</b>
<b><u>Additional Info</u></b>		
Beds & units are only included when at least one person has become enrolled in the program via an Entry Date.		

System level data can be found within the JOHS System Performance Quarterly Report. To view the quarterly reports, please visit:

<https://public.tableau.com/app/profile/johs>

## Appendix C: SHS Financial Report



### Joint Office of Homeless Services Metro Supportive Housing Services Spending FY 2022 Q4

#### Current Year Spending:

Category	Multnomah County FY22 Budget	Expenditures Reported for Q4	Total Expenditures Reported YTD
<b>Administration &amp; Operations</b>	<b>3,315,317</b>	<b>353,299</b>	<b>1,121,391</b>
<i>Administration</i>	2,363,833	317,566	990,842
<i>Programs</i>	951,484	35,733	130,549
<b>System Support, Planning &amp; Coordination</b>	<b>10,156,747</b>	<b>2,223,450</b>	<b>3,603,076</b>
<b>System Access, Assessment, &amp; Navigation</b>	<b>2,448,569</b>	<b>733,438</b>	<b>1,158,647</b>
<b>Safety off and on the Streets</b>	<b>10,250,000</b>	<b>1,639,249</b>	<b>5,257,719</b>
<i>Regular Ongoing Programs</i>	3,750,000	1,337,565	2,979,818
<i>Emergency Shelter Strategic Investment</i>	3,500,000	2,988	1,502,988
<i>COVID-19 Recovery</i>	3,000,000	298,695	774,913
<b>Housing Placement &amp; Retention</b>	<b>11,376,060</b>	<b>16,356,861</b>	<b>18,776,367</b>
<i>Regular Ongoing and One-time Programs</i>	5,571,060	13,632,318	14,733,049
<i>COVID-19 Recovery</i>	5,805,000	2,724,542	4,043,318
<b>Supportive Housing</b>	<b>11,582,807</b>	<b>2,739,525</b>	<b>4,496,822</b>
<b>Employment Programs (COVID-19 Recovery)</b>	<b>3,000,000</b>	<b>647,689</b>	<b>1,357,675</b>
<b>Total</b>	<b>52,129,500</b>	<b>24,693,510</b>	<b>35,771,697</b>

#### Fund Balance:

FY 2021 Revenue	544,000
FY 2021 Expenditures (LIP Development)	(325,699)
Subtotal - FY 2022 Beginning Balance	218,301
 FY 2022 YTD Revenue (tax collected through 6/30/2022)	94,331,911
FY 2022 YTD Expenditures	(35,771,697)
Current Fund Balance	58,778,515