



FY 2023 **Supportive Housing Services Annual Report**

A report on the coordinated effort between Metro and Multnomah, Clackamas and Washington Counties to reduce chronic and overall homelessness.



INTRODUCTION

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ACKNOWLEDGEMENTS

Land Acknowledgement

Multnomah County rests on the stolen lands of the Multnomah, Kathlamet, and Clackamas Bands of Chinook Indian Nation; Tualatin Kalapuya; Molalla; and many others along the Columbia River. This country is built on stolen Indigenous land and built by stolen African people. This land was not stolen and people were not enslaved by ambiguous entities and actors. The land was stolen by, and African peoples were enslaved by, White settlers who had government support. We also want to honor the members of over 400 tribal communities who live in Multnomah County. Many of these people and their cultures still survive and resist despite the intentional and ongoing attempts to destroy them.

Credit to: Dr. Aileen Duldulao and Heather Heater, Multnomah County

Community Acknowledgement

The Joint Office of Homeless Services honors the experiences, voices, time and labor of our unhoused and housing-insecure neighbors, all of which continually inform our work. We recognize the urgency needed to meet the needs of our community, while at the same time, we prioritize creating culturally responsive, community-driven and sustainable systems.

The Joint Office also acknowledges the existence of structural racism and commits to developing, implementing and evaluating policies and practices that achieve equitable outcomes with a focus on eliminating the disparities that people of color experience. We believe that focusing on racial equity allows us to more effectively serve all communities.

We also acknowledge and thank our region's voters for passing the Supportive Housing Services Measure, which will, over the course of a decade, lead to vastly improved outcomes for community members experiencing homelessness. Thank you for making history with this unprecedented investment in services that will improve the lives of thousands of our most vulnerable community members.



ABOUT THE JOINT OFFICE OF HOMELESS SERVICES

The Joint Office of Homeless Services was established to lead and oversee the delivery of services for people experiencing or at risk of homelessness in Multnomah County. The office represents a shared commitment between Multnomah County and the City of Portland to align strategies and investments in effective approaches to addressing and preventing homelessness.

Before the Joint Office was created in 2016, Portland and Multnomah County each served different populations of people experiencing homelessness.

The City was responsible for shelter, outreach and supportive housing services for single adults and adults experiencing chronic homelessness. Multnomah County was responsible for shelter, outreach and supportive housing services for youth, families and domestic violence survivors who were experiencing or were at risk of homelessness. The City's system was larger and more resource-intensive than the County's three systems combined.

The Joint Office contracts with direct service organizations and monitors funds issued by the U.S. Department of Housing and Urban Development's Continuum of Care program. It also conducts homeless street counts, manages systems of care, and oversees system reporting and evaluation.

The Joint Office works with community-based organizations and government entities to provide participant-driven, coordinated and equity-based services focused on those who are experiencing homelessness or at risk of becoming homeless. Central to that work is a spirit of partnership and shared power with those experiencing homelessness and other partners and stakeholders.

Vision

To create an equitable community where all people have safe, affordable and accessible housing.

Values

Collaboration	Inclusion	Creativity
Equity	Integrity	Quality



ABOUT THE SUPPORTIVE HOUSING SERVICES MEASURE

In May 2020, voters in Multnomah, Clackamas and Washington counties approved Measure 26-210, introducing two new taxes that, combined, raise about \$250 million annually. (Recently, tax collections have exceeded Metro's initial forecasts.)

With a focus on addressing racial disparities and chronic and short-term homelessness, the measure funds the services and rent assistance that allow providers to convert housing into permanent supportive housing, as well as shelter, outreach, behavioral health services and other supports focused in particular on people experiencing or at risk of chronic homelessness.

10-year Regional Goals

- 1

Connect 5,000 people with permanent supportive housing
- 2

Expand and build new outreach teams
- 3

Stabilize 10,000 households with permanent housing
- 4

Expand network of culturally specific and other providers
- 5

Present consistent regional data and regularly updated visuals
- 6

Increase shelter capacity and access

Services Funded



Rent Assistance
(Urgent & Long-Term)



General & Behavioral
Health Services



Outreach & Shelter



Education Assistance



Housing Placement



Employment
Assistance



Addiction Assistance



Tenant Rights



Advocacy &
Case Management



Language &
Cultural Support



Recovery Assistance



Legal Services



CONTRACTED SERVICE PROVIDERS

Worker Recognition

We want to express our deepest gratitude to our partners and providers who work daily to support and serve our unhoused, unsheltered and housing-insecure neighbors. These workers are integral to each of the outcomes included in this report. Their work includes keeping people housed with eviction prevention services, providing survival-focused services through street outreach, supporting people's moves into shelters and housing programs, and helping people maintain their housing with wraparound services and supports. We also want to thank each and every Joint Office staff member for their work that not only ensures our system delivers needed services to our community, but also continually improves our system and creates better outcomes for the people we serve.

211info
4D Recovery
All Good Northwest
Beacon Village
Bradley Angle
Call to Safety
Cascade AIDS Project (CAP NW)
Cascadia Health
Catholic Charities of Oregon
Central City Concern
City of Gresham
City of Portland
City Team
Clackamas County
Community of Hope
Clackamas Service Center
College Housing Northwest
Cultivate Initiatives
Do Good Multnomah
El Programa Hispano Católico
Family Essentials, LLC
Greater New Hope Family Services

Hacienda CDC
Home Forward
Innovative Housing, Inc.
Immigrant and Refugee Community Organization (IRCO)
Janus Youth Programs
JOIN
Latino Network
Metropolitan Public Defender
Mental Health & Addiction Association of Oregon (MHAAO)
New Avenues for Youth
Native American Rehabilitation Association of the Northwest (NARA NW)
Native American Youth and Family Center (NAYA)
Neighborhood House
New Narrative
Northwest Pilot Project
Operation Nightwatch
Oregon Law Center
Our Just Future

Outside In
Outside the Frame
Path Home
Portland Rescue Mission
Portland Street Medicine
Rahab's Sisters
Raphael House
Rockwood CDC
Self Enhancement, Inc.
Straightway Services
Street Roots
The Salvation Army
Transition Projects
Trash for Peace
TriMet
Urban League of Portland
Volunteers of America Oregon
Washington County
WeShine Initiative
Worksystems, Inc.
YWCA of Greater Portland

Multnomah County SHS Advisory Committee

Cheryl Carter Community Member	Jessica Mathis Community Member	Ria Tsinas Perinatal Harm Reduction
Desiree' DuBoise Community Member	Johnnie Shaver Community Member	Sandra Comstock Hygiene4All
Jamar Summerfield Restorative Justice	Julia Delgado Urban League PDX	Shannon Jones Community Member
Jessica Harper City of Gresham	Mitzaidamarie Pennet Northwest Pilot Project	Xenia Gonzalez Community Member
	Patrick Reynolds Business Owner	Yvette Hernandez Community Member

Photo: Kellogg Middle School Cooling Center



LETTER FROM THE DIRECTOR

We are at a critical point in our region's response to homelessness. It's something we hear everyday from the community, and it's a fact put into focus by the thousands of people experiencing homelessness day and night on our streets and in our shelter system.

I joined the Joint Office Office of Homeless Services to serve as director this year because I believe we have the power to make progress in our community, and I remain optimistic. The Supportive Housing Services Measure is bringing online an unprecedented volume of resources that will continue to make a difference in this crisis. We have committed, focused leadership at the helm at Multnomah County and the Joint Office, and we have renewed energy and focus in our community.

And, we're beginning to see results. In fiscal year 2023, **Multnomah County used Supportive Housing Services funds to rehouse 1,318 individuals**, exceeding last year's total of 1,129. The County also used Supportive Housing Services funds to keep our crisis from growing even worse by providing eviction prevention resources to 2,067 households, more than double our goal of serving 800 households.

We're also seeing strong housing retention rates after one year of placement in permanent supportive housing, with 99% of people staying housed. While this data is preliminary, it fills me with hope that this funding will end homelessness for many of our most vulnerable community members over the 10-year span of this measure.

However, the Supportive Housing Services Measure has required a rapid expansion of our system. We've experienced growing pains, in part because the planning for that expansion took place as our sector was responding to the COVID-19 pandemic and working to reduce its impact on a particularly vulnerable population.

One major issue has been continued challenges with our providers' workforce. We've heard it for years from our providers: as Portland's housing becomes more expensive, and as inflation drives up other costs, they aren't able to pay their staff a living wage for the incredibly important work they do in our community. That means staff at our providers are enduring many of the same challenges that have been pushing their clients onto the streets.

Without a strong provider workforce, we will struggle to deliver on the full promise of this measure. Each and every one of the outcomes voters expect from us depend on that workforce. And in the first two years of implementing this measure, we've seen programs that weren't able to launch as designed, and dollars that remained unused, simply because our providers didn't have capacity.

Workforce challenges were a major reason the Joint Office underspent our program budget for Supportive Housing Services dollars by \$42 million last fiscal year, and it's one of the reasons we partnered with Metro on a corrective action plan to

address that underspend.


We've taken swift and strategic action to begin addressing our workforce challenges. The biggest investment in the finalized corrective action plan was \$10 million for grants for service providers that will help them with organizational health and capacity building. This investment was guided by feedback from the community and elected officials, research conducted by the Joint Office, and input from Metro and other partners.

This investment was important, but it was just a start. We'll be doing more of this work this fiscal year, working with our community partners and with an outside consulting firm to address this systemic challenge.

I see the work we've done to begin addressing capacity issues as an example of what's possible when we work together, taking steps that will help us better serve our community.

In this annual report, you will see many other examples of the work the Joint Office is doing to solve challenges in our community and the progress we're making in our work to end homelessness. None of this work will be possible without our whole community pulling together toward a common goal.

I want to thank the voters who approved the Supportive Housing Services Measure in 2020 — this measure is your measure, and it is serving your community, right now. While we have room to improve and grow, I'm hopeful that we can deliver what we've promised: providing housing and emergency services to thousands of Oregonians, making a difference in the crisis we're seeing today.



Daniel Field
Director, Joint Office of Homeless Services





EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

This annual report marks the close of Multnomah County's second year of implementing the Metro Supportive Housing Services (SHS) Measure, a 10-year, voter-approved investment in our region's response to homelessness. It covers Fiscal Year (FY) 2023: July 1, 2022, to June 30, 2023.

Multnomah County's work of implementing this measure is shaped by our intergovernmental agreement with Metro, our County's 10-year Local Implementation Plan, annual work plans, and guidance and leadership from multiple elected and advisory bodies, along with stakeholders and community members.

In the first year of its implementation of the SHS Measure (FY 2022), Multnomah County used SHS funds to ramp up programs and systems needed to accomplish the goals of the measure, and at the same time expanded street outreach and navigation services, increased shelter and housing access for people living with mental health challenges, and funded teams that helped move people exiting COVID-19 shelters into housing.

A primary focus for our second year was continuing to build out a sustainable system that allows us to put these dollars to work. That work included expanding our provider network, improving our equity and inclusion practices, expanding data collection and reporting, improving engagement with community partners and stakeholders, and beginning to address long-running workforce challenges among our providers.

Most importantly, though, SHS funding this year allowed Multnomah County, through a network of service providers, to make a measurable impact in the lives of thousands of community members experiencing or at risk of homelessness. For those people, the difference made by these funds was direct, real and clear.

This year, SHS funds allowed the Joint Office to rehouse 806 households composed of 1,318 people — exceeding last year's outcome of 1,129 individuals. Access to housing has and will make a real difference in the lives of every person who was able to leave homelessness and move into housing.

Moreover, we have found that **99% of the people who moved into permanent supportive housing during our first implementation year have remained housed through year two.** This is an extremely high rate of success showing that, given a chance, the vast majority of people experiencing chronic homelessness can succeed in housing with the right support and community in place.



EXECUTIVE SUMMARY CONTINUED...

One of the key successes this past year has been the distribution of homelessness prevention funds, which comes mainly in the form of rent support to households facing eviction. In partnership with the Department of County Human Services, the Joint Office used SHS funds to support work providing emergency rent assistance to 2,067 households, or 5,380 people (many of whom were youth and children under the age of 18). In this area, Multnomah County far exceeded its goal of preventing 800 households from entering homelessness. Because economic and other factors continue to force more people into unsheltered homelessness each year, preventing that trauma — keeping people from ever having to land on our streets or seek a shelter bed in the first place — is an essential part of our region's response to homelessness. The number of people entering unsheltered homelessness would be much higher without these prevention measures. SHS funding also filled a critical gap for eviction prevention assistance when federal COVID-19 funding ended.

The Joint Office has also used SHS funds to increase mobile outreach services. For many of the people served in our system, their first interaction with services is with a mobile outreach worker. **Across all funding streams, outreach positions grew from 47 in 2019 to 85 in 2022. In 2023, the Joint Office added 22 positions, increasing the number of outreach workers to 107.** Increasing the number of outreach workers ensures that outreach is conducted seven days a week by several providers, each with different areas of expertise — bringing us closer to the goal outlined by the U.S. Department of Housing and Urban Development (HUD) to reach 90% of individuals experiencing homelessness with outreach or other mobile services.

Racial equity, one of Metro's highest priorities and requirements for this work, has also remained one of Multnomah County's strengths in implementing this measure. Racial equity is central to Metro's vision, given the disproportionate impact of homelessness and housing insecurity on communities of color. The Joint Office has centered racial equity every step of the way, and we're seeing the results of that intentional work in our outcomes: 80% of the Multnomah County households served by SHS-funded programs this year identified as Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and other people of color (BIPOC).



EXECUTIVE SUMMARY CONTINUED...

Key to this work has been the Joint Office's focus on expanding our partnerships with culturally specific providers. The Joint Office has been following an intentional strategy to increase the depth and breadth of funding for culturally specific and culturally responsive organizations and increasing the number of culturally specific organizations we contract with. This year, culturally specific service providers in Multnomah County received \$9 million, about 14%, of the total SHS funding allocated to providers, exceeding the total \$8 million distributed to culturally specific providers across all three counties last year.

Also this year, the Joint Office established a process to standardize the use of a racial equity tool for funding decisions, helping meet our goal of using disaggregated race and ethnicity data to center equity in our programs. Using the tool, we completed a racial equity analysis of 62 program offers for the FY 2023-24 budget, which determines which services are funded in the fiscal year. We've also worked to ensure BIPOC communities are key stakeholders in how we implement this work; the Joint Office's newly established advisory bodies — who are getting up and running and are starting to help shape investments and decisions — have a high percentage of members identifying as BIPOC.

Another success has been the expansion of data-driven work. Through the implementation of this measure, we have been able to improve data quality and alignment; provide training for providers in the Homeless Management Information System (HMIS); engage with a regional data group to align, coordinate and evaluate data; and make progress in our commitment to [Built for Zero](#), the national movement to use data-driven systems to measurably end homelessness.

In the years since joining the Built for Zero movement, focused on chronic homelessness in our County, the Joint Office has been working to improve data quality in Multnomah County, including creating a by-name list of people moving into and out of chronic homelessness.



EXECUTIVE SUMMARY CONTINUED...

That work began to pay off this fiscal year. In April 2023, the Joint Office issued its first monthly data report based on a by-name list of people experiencing chronic homelessness in Multnomah County — a key milestone in the Built for Zero framework. That work was made possible through the Joint Office's work with Built for Zero to improve the quality and reliability of our services database. Building on that work, the Joint Office has also been working intensively with providers and people with lived experience to expand and improve how data is collected through street outreach. As a result, organizations are starting to clearly map, document and coordinate outreach through data collection.



The Joint Office has also been building a sustainable system by forming new or expanded partnerships with other County departments, the City of Portland, regional stakeholders and new service providers. Key to this work was the commitment of Chair Jessica Vega Pederson to improve partnerships with other local governments: the City of Portland, the State of Oregon, Metro and more. These efforts are beginning to show in programs and initiatives that will continue to grow in future years, including support of the City's Temporary Alternative Shelter Sites and continual funding of the City's Safe Rest Village program. Partnership across governments and funding streams is key to the success of our overall homeless services system, allowing us to leverage the expertise, abilities, funding and networks of the different governments and organizations that are coming to this work. None of us can do this work alone, and we've started to see what's possible when we align our efforts.

However, **the work of implementing this measure has not been without its challenges, the largest being provider capacity.** Meeting the goals of this measure has meant expanding the work of the Joint Office in a short timeline, and asking the same of our contracted service providers. We've worked to mitigate these impacts, including establishing program qualifications to allow new providers to have access to funding, and increasing our data and program teams' capacity to handle the new and expanded outcomes reporting, contracts and finances.





EXECUTIVE SUMMARY CONTINUED...

Despite those efforts, provider capacity continues to be a barrier. The historic amount of funding available to increase services in our community won't fulfill its potential if our providers don't have the capacity to do the work. This annual report details many of the efforts the Joint Office has made to address provider capacity, including cost-of-living adjustments, funding for capacity building and organizational health, and technical assistance funding for providers. However, capacity remains an issue and will be a continued focus for the Joint Office in FY 2024.

Multnomah County did not meet all of the goals we set out for this year of implementation; however, this annual report shows the extensive work done by the Joint Office and County leadership to improve our systems and deliver results for our community members. And, we are starting to see early results that show the promises of this measure coming to fruition.

The central goal of this measure is to serve people who are chronically homeless, meaning they have been homeless for a long time and live with a disability. While the measure does fund emergency services such as shelter and street outreach, the question that was put to voters primarily focused on funding the services and rent assistance needed to provide permanent supportive housing — an intervention that time and time again has been proven to end homelessness for chronically homeless people.

Our initial housing retention rates, and the numbers of people leaving homelessness for housing thanks to this measure, have left us hopeful that the Supportive Housing Services Measure is beginning to make an impact on this crisis as intended.

Even as the three counties receiving SHS funds have all had to overcome roadblocks in implementing the measure, we are also starting to see the real regional impact these investments can have on the lives of the neighbors they were intended to serve.

Photo: Crescent Court Apartments
Kitchen Common Space



ANNUAL OUTCOMES TO GOALS

ANNUAL WORKPLAN GOALS & OUTCOMES

Multnomah County's Supportive Housing Services (SHS) annual work plan for Fiscal Year (FY) 2023 outlined several goals for our implementation of the measure, including goals related to increasing the housing capacity of our system, ensuring people are able to retain their housing, increasing and maintaining shelter capacity and building out our homelessness response system. The Joint Office didn't achieve all of its goals, but made significant progress in the implementation of the measure, including improving racial equity outcomes, distributing capacity-building resources, and achieving work that was specifically outlined in the County's [Local Implementation Plan](#) — the County's 10-year roadmap for implementing the measure.

Goal	Achieved	Outcome
Add 994 Supportive Housing Units		612 Supportive Housing Units
Place 545 Households in Permanent Supportive Housing		387 households; 624 people
Place 800 Households in Rapid Rehousing		419 households; 694 people
Support 800 Households with Homelessness Prevention Services	✓	2,067 households; 5,380 people
Achieve 85% Permanent Supportive Housing Retention Rate	✓	99% Retention Rate
Achieve 85% Rapid Rehousing Retention Rate		84% Retention Rate
Bring into Operation or Sustain 400 Shelter Beds	✓	460 beds
Increase Culturally-Specific Shelter Capacity by 10%		No culturally-specific shelter capacity added
Increase Number of BIPOC Individuals Placed into Housing and Supported by Retention Resources		Working internally on how to analyze and track these data points
Use Disaggregated Race & Ethnicity Data in Allocation Decisions	✓	Used data as part of racial equity analysis in the FY 2024 budget process

Goal	Achieved	Outcome
Initiate Contracts with Five Additional Culturally-Specific Organizations		Initiated contracts with four additional culturally specific organizations. (Q4 report erroneously reported that this goal had been met.) Initiated contracts with 11 additional organizations overall
Launch SHS Advisory Committee	✓	Held two onboarding sessions and five meetings; will hold retreat in winter 2023
Launch a Technical Assistance Program to Support Service Providers	✓	19 service providers received technical assistance awards totaling \$713,000
Launch Five New Training Opportunities	✓	Psychological First Aid, De-escalation 101, Fair Housing for Shelter Providers, Naloxone Administration, Peer-Delivered Services
Create a Quality-by-Name List of the Single Adults Experiencing Chronic Homelessness	✓	While we haven't hit all the competencies required to constitute a "quality" by-name list, the Built for Zero team reached the significant milestone of data reliability in April 2023 and began releasing a monthly by-name list
Support Service Providers' Use of HMIS	✓	Increased data quality review and communication with service providers; increased 1:1 support
Develop Data Hubs for Providers		Decided against implementation. Encouraged providers to seek support through technical assistance program
Analyze Geographic Distribution of Services in Multnomah County		Identified data elements and completed a racial equity lens review of research design
Conduct a Community-Wide Wage Assessment View the Full Study Here	✓	The study revealed that many organizations' employees need help making ends meet with their current wages, with 31% saying their compensation allows them to take care of their basic needs. Half of the employees surveyed said they would likely look for a new job within the next year



Progress in Housing Goals

Multnomah County invests SHS funds into different types of housing assistance, all of which are recommended by the U.S. Department of Housing and Urban Development (HUD) as vital to creating an effective homelessness crisis response system to serve people leaving both chronic and episodic homelessness.

SHS funding is used to support the creation of multiple types of housing, but the measure prioritizes investments that end homelessness for people meeting the definition of chronic homelessness. "Population A" is the term Metro uses for chronically homeless people, defined more expansively than the standard definition used by HUD. It stands in contrast to "Population B," the term Metro uses for people experiencing short-term or episodic homelessness.

For Population A, long-term affordable housing paired with wraparound supportive services — including permanent supportive housing — is the most effective intervention. For Population B, shorter-term housing options, including rapid rehousing, are effective at ending homelessness.

This year, Multnomah County — through a collaboration with the Joint Office, the County Health Department, the Department of County Human Services, the Department of Community Justice, Home Forward, Portland Housing Bureau, and community-based organizations — used SHS resources to support more than a thousand people's return to housing from homelessness across all housing types, while also helping thousands of others retain their housing and avoid becoming homeless in the first place.

That work relied on the opening of hundreds of new apartments and the release of hundreds of long-term housing vouchers.

In FY 2023, the Joint Office used SHS funds to increase our County's supportive housing capacity by 612 homes. That number is not the same as our housing placement data — it represents a long-term investment that will serve many households for years to come, as people move through those homes. That growth in capacity represents a commitment to year-over-year investments that will ensure that when a household no longer needs their housing voucher or moves out of an affordable housing building, the capacity remains the same and another household can be served.

Our permanent supportive housing capacity increase included both project-based housing (a specific apartment in an affordable housing building), and tenant-based housing (a voucher that can be used to make rent affordable for clients anywhere in the region).

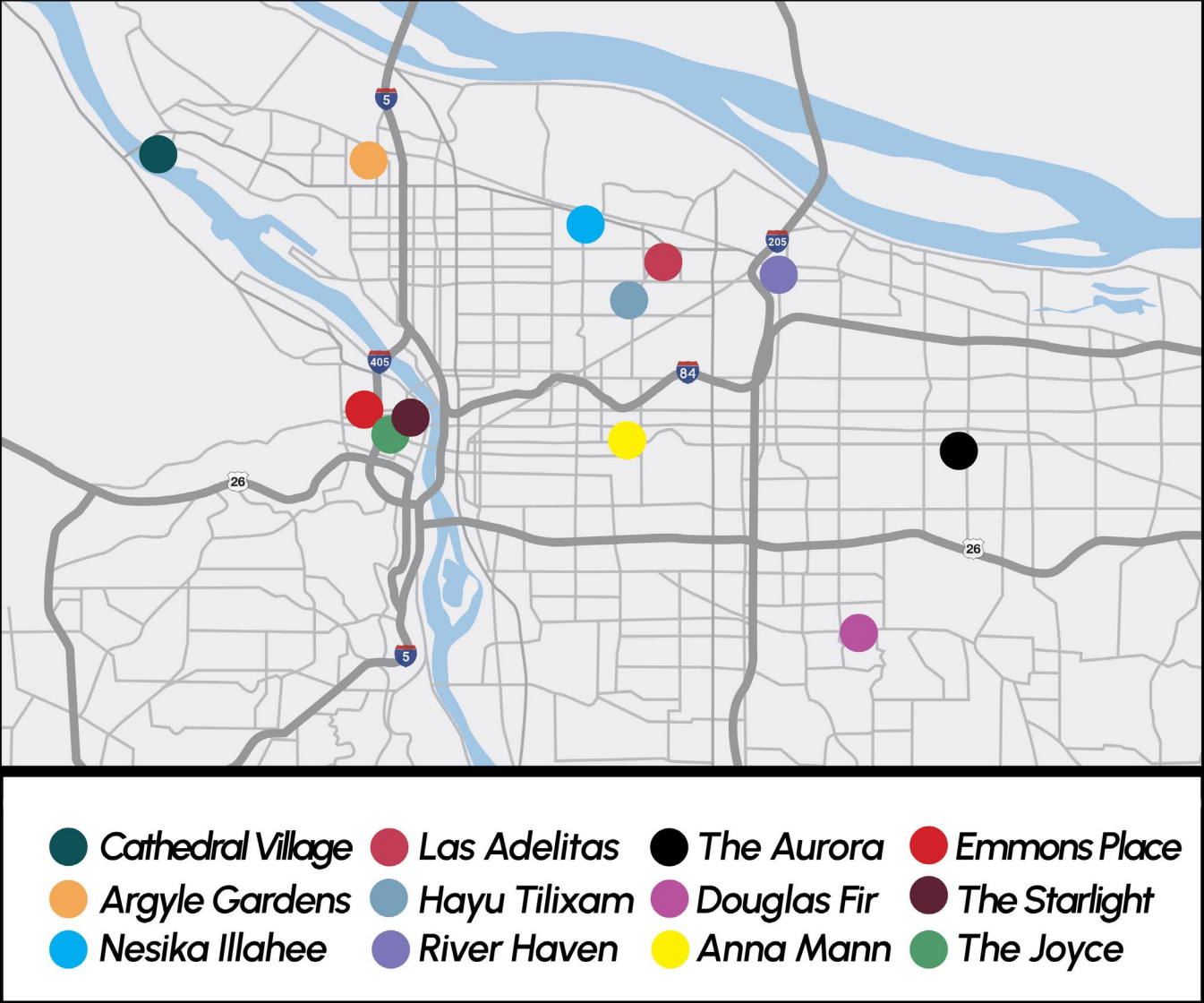
For project-based housing, SHS funds can be used to subsidize the rent or pay for the required on-site supportive services for permanent supportive housing and recovery-oriented transitional housing. Of the 612 added homes, 324 are new project-based apartments across several affordable housing buildings in Multnomah County. Even though these units are priced for affordability, without being paired with SHS investments, these units would still remain out of reach for most people experiencing chronic homelessness.



324 Project-Based Apartments Funded by Supportive Housing Services Were Added in FY 2023.

Building	# of SHS-Funded Permanent Supportive Housing Units	Total Units (PSH & Non-PSH)	Location
Anna Mann	12	128	Northeast Portland, Kerns Neighborhood
Argyle Gardens	12	71	North Portland, Kenton Neighborhood
Cathedral Village	8	110	North Portland, St. Johns Neighborhood
Douglas Fir	15	15	Southeast Portland, Lents Neighborhood
Emmons Place	48	144	Northwest Portland, Alphabet District
Hayu Tilixam	9	50	Northeast Portland, Cully Neighborhood
The Aurora	16	93	Northeast Portland, Glenfair Neighborhood
The Joyce	66	66	Southwest Portland, Downtown
Las Adelitas	18	142	Northeast Portland, Cully Neighborhood
Nesika Illahee *Expansion from FY 2022 Capacity	15 *Additional 15 funded in FY 2023; Total funded is 25	59	Northeast Portland, Cully Neighborhood
River Haven	35 *Additional 35 units funded in FY 2024	70	Northeast Portland, Parkrose Neighborhood
The Starlight	70	100	Downtown Portland, Old Town Neighborhood

Visual Map of Geographic Spread of SHS-Funded, Project-Based Apartments



Regional Long-Term Rent Assistance (RLRA) Expansion - Year Two

The RLRA program provides rent subsidies to qualified low-income tenants, primarily chronically homeless households where people are living with disabilities and are experiencing or at risk of long-term homelessness. The rent subsidy can be either tenant-based to help households find a market-rate home, or a project-based subsidy that helps households who need on-site supportive services in a specific building. Program service partners cover move-in costs and provide supportive services, as needed, to maintain housing stability.

In Multnomah County, the RLRA program is managed by Home Forward. Funding for rent assistance passes through an intergovernmental agreement between the Joint Office and Home Forward, and Home Forward administers and tracks monthly rent payments. The Joint Office contracts with individual providers for the housing placement case management, on-site support and housing retention services.

In year two of SHS implementation, Multnomah County's RLRA program capacity across all project-based and tenant-based investments grew to be able to support a total of 662 households, including 168 project-based units at 11 properties, and 494 tenant-based vouchers.

At the end of the year, 404 households composed of 496 people were actively using an RLRA voucher, including 216 households who moved into housing this year. An additional 95 households were connected to a voucher but were still looking for housing.

That left 162 RLRA vouchers still available in the system. Several new programs providing people with RLRA vouchers launched in the spring, meaning that some of those vouchers were not used by the end of the fiscal year because the programs were still launching. In addition, some vouchers were set aside to be paired with existing affordable units, but that won't happen until their current tenants move out. This can also slow down the process for RLRA access; however, once the unit turns over, it joins the RLRA portfolio and will be available year-over-year.

In FY 2024, the Joint Office will increase its monitoring of permanent supportive housing and RLRA programming, including a monthly review of utilization and quarterly meetings with newly established projects.

The tenant-based housing vouchers made possible by the RLRA program are an important part of Multnomah County's housing portfolio because they provide individuals, particularly those with disabilities, with meaningful choices about their housing, and can support them in integrating more fully into community settings.

Many people mistakenly believe rehousing relies solely on construction of affordable or market-rate buildings. But providing tenant-based rent vouchers so someone can access existing market-rate housing they otherwise could not afford is another proven strategy to end someone's homelessness. To distribute tenant-based RLRA vouchers, in FY 2023 the Joint Office contracted with 11 community-based organizations with enough vouchers to support 324 households with tenant-based RLRA vouchers. That included some new programs in FY 2023, including two new tenant-based RLRA programs with provider Transition Projects: the Compass program (30 vouchers), providing culturally specific housing and services for trans, gender-nonconforming and nonbinary people; and the BIPOC permanent supportive housing program (38 vouchers).

In addition, the Joint Office expanded programs that pair RLRA vouchers with programs supporting people with severe and persistent mental health challenges. That included a partnership with the County Health Department to expand an Assertive Community

Treatment (ACT) housing program (25 vouchers, total capacity is now 125), and adding Intensive Case Management (ICM) providers to this program. ACT and ICM teams leveraging this resource help people with severe and persistent mental health challenges move into permanent supportive housing. The Joint Office has paired housing case managers and flexible client assistance with the RLRA vouchers to support housing placement. While it is still too early to correlate the RLRA vouchers to a reduction in ACT participants experiencing homelessness, early indications in a comparison between Quarter 4 of 2020 and Quarter 2 of 2023 shows a reduction.

The percentage of clients who were homeless in 2020 was 29%, whereas in 2023 the percentage was 22% (this takes into account that the number of active clients overall decreased by 5%). During that time, there was a significant reduction in homelessness for forensic assertive community treatment (FACT) clients, who have severe and persistent mental illness and are supervised by the justice system. However, there was also an increase in the number of adults 24 years and younger experiencing homelessness.

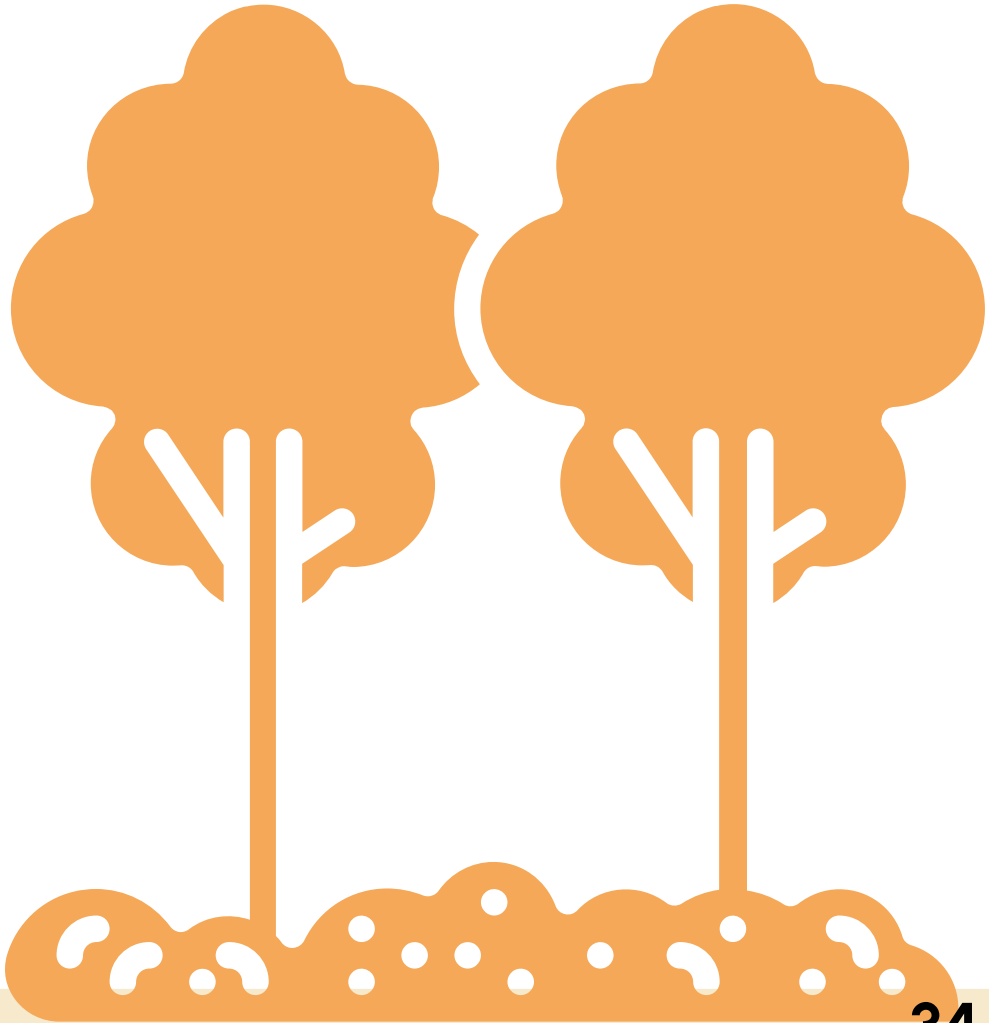


Homelessness by ACT Program in Multnomah County

ACT Program	Individuals Served in Quarter 4 2020	Individuals Homeless in Quarter 4 2020	Individuals Served in Quarter 2 2023	Individuals Homeless in Quarter 2 2023
Cascadia FACT	44	30	37	9
Central City Concern Core 1	99	13	87	12
Central City Concern Core 2	70	15	64	15
NARA Totem ACT	34	10	29	4
Outside In ACT	48	11	49	17
Telecare Corporation Team A	118	34	68	10
Telecare Corporation Team B			60	13
Total	413	119	394	85

Data retrieved from Oregon Center of Excellence for Assertive Community Treatment
Website: <https://oceact.org/quarterly-act-summary-statistics/>

Overall, the RLRA program is a key strategy across the three counties to reduce chronic homelessness and housing instability. Metro convenes representatives from the housing authorities in Clackamas, Multnomah, and Washington counties on a monthly basis for case conferences about people who want to transfer to a different county, and to review RLRA program policies and designs. Working together reduces the cost to design and implement an individual voucher program in each county.



“They believed in me.”

After experiencing incarceration and drug addiction, Clarice finds hope with a program that pairs mental health treatment with housing subsidies.

For many years, Clarice had trouble moving forward. She says she struggled with addiction more than half of her life, and served several prison sentences for drug-related charges. “All my life, I’ve been two steps forward, 50 steps backward,” she said.

But support she’s received from the Native American Rehabilitation Association of the Northwest (NARA NW) — including the SHS-funded Regional Long-Term Rent Assistance voucher that helped her move into housing — has provided Clarice the stability that eluded her for so many years.

A couple years ago, Clarice entered prison again, and said it meant losing everything. She lost custody of her children. She lost her job. And she lost her housing subsidy, which meant losing the apartment she’d been raising her family in for years.

“I felt like I didn’t want to live anymore,” Clarice said. “How many times do I have to take steps forward and raise my kids, and then get it all wiped out from under my feet again?”

But Clarice began making progress, getting sober and securing a job as a cleaner in Central City Concern’s Clean Start program after leaving prison in October 2022.

Clarice, who is a member of the Confederated Tribe of the Warm Springs, received support along the way from NARA’s Assertive Community Treatment (ACT) program. ACT is an evidence-based approach to treating severe mental health challenges that involves a team of providers bringing

wraparound services and treatment directly to clients.

“I built relationships with them and they planted seeds in me. And they believed in me even when I wasn’t living my life right,” Clarice said of the NARA ACT program.

Before voters approved the SHS Measure, NARA’s ACT program wasn’t able to offer housing directly to clients. But funding from SHS allows NARA to fill that gap by offering Regional Long-Term Rent Assistance vouchers that subsidize rent in market-rate apartments on a long-term basis.

Clarice said that when she reengaged with NARA’s services after leaving prison, staff told her they would be able to get her a housing voucher. And within a few months, that voucher allowed her to sign the lease on her apartment.

Clarice now works as an outreach specialist for the Bybee Lakes Hope Center shelter. She said it’s rewarding to help people going through similar struggles as her. “It’s amazing. If I can clean up my life, then anybody can.”

NARA NW
*Assertive Community
Treatment Program*

Clarice
ACT RLRA Recipient

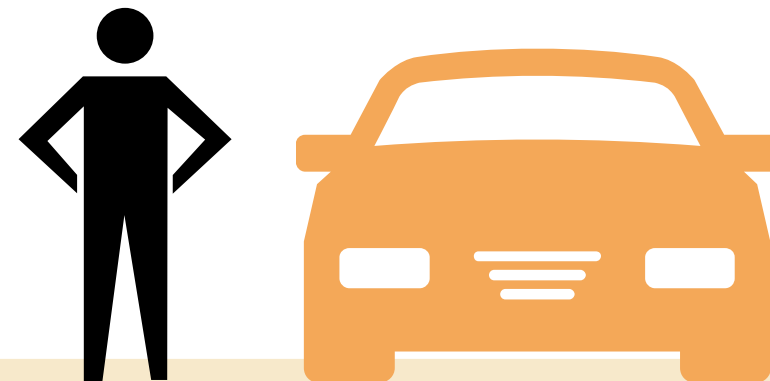




Housing Retention Rates for SHS-Funded Supportive Housing & Rapid Rehousing

FY 2023 is the first year we've been able to report housing retention rates for SHS-funded supportive housing and rapid rehousing. The Joint Office set a goal in our Annual Work Plan of achieving a one-year retention rate of 85% across housing types.

For SHS-funded permanent supportive housing, 99% of people remained in housing one year after move-in. This rate is extremely high, and we anticipate it will decrease over time, but it far surpassed our Annual Work Plan goal of 85%. Of the 532 people who entered permanent supportive housing the previous year, only five returned to homeless services. Of the 527 people who did not return to homelessness, 406 retained their initial housing, while 121 others exited to a different permanent housing destination and did not return to homeless services.



For SHS-funded rapid rehousing — a time-limited housing intervention that quickly connects people with rent assistance and supportive services — 84% of people remained housed one year after move-in. However, this is likely an overreported number because retention rates are harder to capture for short-term subsidies like rapid rehousing.

Retention in rapid rehousing programs can be difficult to measure, because these programs are time-limited, ranging from six to 12 to 24 months of rent assistance and other support services. This can make it more difficult to follow up with participants after the programs end to measure whether they stayed in housing long-term. Performance benchmarks for retention are typically limited to measuring how frequently individuals return to homelessness. Locally, we've expanded the way we measure rapid rehousing retention to also include when someone enrolls in another housing assistance program. We also conduct follow-ups 12 months after a household has timed out of their subsidy, and can triangulate someone's housing status based on other data points.

For the RLRA program, all three counties measure retention based on program enrollment instead of housing move-in, simply because an RLRA participant can move to several locations and maintain their long-term rent assistance, which is tracked by program enrollment.

RLRA program retention was 96.6% at six months, but dropped to 82.5% at 12 months. The retention is measured according to whether people leave the housing program. It is important to note that this includes any reason for leaving the program, including the death of participants. Of those people who left the program, 29% (18 people) passed away after moving into housing. Other reasons people left the program included lease enforcement actions or evictions.

While we don't know all of the reasons that people leave the RLRA program, we do know that the RLRA serves some of our most vulnerable community members, including seniors on fixed incomes, and people with disabilities or other health issues. And we also know that some participants experience challenges as they transition from street camping or shelters into a more traditional housing setting.

In general, retention rates don't just consider whether someone is housed, but also whether individuals return to homelessness. People leave housing programs for a variety of reasons. Some people stabilize and move on from a housing program into either an affordable apartment without services or they lease a place of their own. Others move in with friends, family, or a significant other, and may continue to receive supportive services. Some people may go into institutions (e.g., jail, psychiatric facility, care home). And a small number, unfortunately, may end up homeless again.

Shelter Expansion Over the Life of the Measure

Shelter expansion, including through the SHS Measure, is a priority for the Joint Office. Across all funding streams, the Joint Office contracts for several types of shelter, including alternative/village-style, motel-based, winter/severe weather, congregate and non-congregate options. Those shelters serve adults (including adults with behavioral health needs), families, youths, and domestic violence survivors.

In FY 2023, across all funding streams, the Joint Office and partners, including the City of Portland, expanded shelter by hundreds of beds and supported nearly 2,000 beds, motel rooms and personal sleeping units, in addition to hundreds of units in the City of Portland's Safe Rest Village program and the the City's first Temporary Alternative Shelter Site.

In the County's SHS Annual Work Plan submitted to Metro, the Joint Office set a goal to create or sustain 400 shelter beds with SHS funding. The Joint Office exceeded this goal by adding or sustaining 460 shelter beds, including 33 beds at the new shelter in the Behavioral Health Resource Center, as well as one-time-only funding to the Health Department for emergency shelter motel vouchers for people in crisis. Those beds provided more options off the streets and more connections to services that lead to housing and treatment.

Last fiscal year, the County allocated \$16.8 million of SHS funds to support motel shelter programs. This funding allowed the County to continue leasing and operating several motel shelters — including those that opened during the COVID-19 pandemic — as well as purchase new motel shelters. In FY 2023, the Multnomah County Board of Commissioners approved a five-year lease renewal for the Chestnut Tree Inn shelter in east Portland, including an option to purchase. Multnomah County first opened that shelter in 2020 in response to the COVID-19 pandemic and SHS funds are allowing the shelter to continue to serve the community for years to come.

In FY 2023, the Joint Office's shelter development team visited over 40 sites to scope out additional motel shelter spaces. Among those locations is a motel in North Portland under consideration as a larger and long-term location for the Jamii Center, a culturally specific shelter serving Black African Americans that opened during the COVID-19 pandemic. Other motels have been identified (and are being vetted) as potentially good locations for a variety of uses, including severe weather sheltering and seasonal shelter operations led by the Homeless Family System of Care.





Photo:
St. Johns Village

**Shelter Expansion Over the
Life of the Measure** *Continued...*

SHS funding is also helping the County create additional congregate shelter beds. The County purchased the [Arbor Lodge Shelter](#) — a former pharmacy — in 2020 with federal COVID-19 funding. It served as an emergency shelter in 2021 and 2022, and now, using SHS funds, the site is being renovated and will reopen in FY 2024 as a long-term, purpose-designed shelter. When reopened, Arbor Lodge Shelter will host 106 participants, with 88 participants inside the congregate shelter, and 18 participants in pod sleeping units outside the building, providing room for dozens more people than when it first opened as an interim shelter.

Other shelter sites in the pipeline include [Montavilla Safe Park](#), an SHS-funded shelter program that will serve people experiencing homelessness who are living in vehicles, and Cook Plaza, another site obtained for potential use as a shelter that has already been used as a severe weather shelter.

In the coming year, some of the SHS funding that has supported shelter capital development and acquisition will pivot to funding rent assistance. Other shelter investments and operations will continue to be funded through other funding sources at the Joint Office.

Additional Highlights from the Annual Work Plan

In FY 2022 and FY 2023, Multnomah County added 1,315 units of permanent supportive housing across all funding sources, including 1,114 funded through SHS. And across the other two counties, SHS funded an additional 1,898. While too early to know the full impact of these additional housing units, these promising outcomes achieved in just two years indicates that we are well on our way to meet the regional 10-year goal to serve 5,000 people with permanent supportive housing.

One highlight this year was initiating contracts with 11 community-based providers new to contracting with the Joint Office. This includes:

- | | | |
|---------------------------------------|----------------------------------------------|---------------------------------------------------|
| 1. Community of Hope | 5. 4D Recovery | 9. Black Community of Portland |
| 2. Family Essentials | 6. College Housing Northwest | 10. Slavic Oregon Social Services |
| 3. Rockwood CDC | 7. Rahab's Sisters | 11. Black Mental Health Oregon |
| 4. The Salvation Army | 8. Straightway Services | |

Four of those 11 providers are culturally specific,¹ including Straightway Services, which serves communities of color and people experiencing poverty; Black Community of Portland, which serves Black and African American communities; Slavic Oregon Social Services, established by Ecumenical Ministries of Oregon, which provides domestic violence and sexual assault services to Slavic-speaking immigrants and refugees; and Black Mental Health Oregon, providing mental health resources to Black, African American and African communities.

Other highlights include launching the County's first [SHS Advisory Committee](#); offering new training opportunities for front-line staff at community-based organizations; and finalizing the Classification, Compensation and Benefits study of employees in our homelessness response system that evaluated employee job satisfaction and work stability, compared wages, and provided recommendations to improve job satisfaction and employee retention.

¹ In our Q4 progress report, we reported meeting our goal of initiating contracts with five culturally specific organizations but that was incorrect: the Joint Office is working with 11 new organizations, four of which are culturally specific.

Additional Highlights from the Annual Work Plan *Continued...*

Additionally, the Joint Office made substantial progress toward creating a quality by-name list of people experiencing chronic homelessness as part of our Built for Zero work, moving much closer to a “perfect scorecard” of quality data. Because of that work, the Joint Office reached the major milestone of data reliability in April 2023 and was able to begin releasing monthly data updates pulling from our by-name list.

Areas for Improvement in FY 2024

There were a handful of goals that the Joint Office did not fully achieve this year, including increasing culturally specific shelter bed capacity and completing an analysis of the geographic distribution of services in Multnomah County.

The reasons behind not meeting all goals are primarily related to capacity. As noted throughout the report, provider capacity has been an ongoing issue that has challenged the Joint Office to fully achieve the goals we set for FY 2023.

These challenges were underscored in a Classification, Compensation and Benefits study of homeless service providers published by the Joint Office in August 2023. The primary goal of the assessment was to understand how to improve the retention of a strong workforce across Joint Office-funded service providers. The study found that the median years of experience at a funded organization was 2.4 years, 30% of employees had less than one year of experience, and over half of employees surveyed said they were somewhat or very likely to look for a new job during the next year. The Joint Office has begun implementing the recommendations outlined in the study to begin to address this ongoing issue.

Another challenge was the volume of new contracts and contract amendments the Joint Office needed to complete. At the beginning of FY 2023, the Joint Office committed to allocating \$20 million through a series of competitive processes. The intention of creating this new model for allocation was to standardize the process for allocation and to increase communication and technical assistance for newly qualified organizations. Organizations were not able to start program implementation until the terms of the contract or contract amendment were finalized, and due to the volume of contracts the process took longer for individual contracts than it had in previous years. All of those administrative details ultimately had an impact on program implementation and the outcomes achieved last year.

REGIONAL GOALS & OUTCOMES

10-Year Regional Benchmarks

- 1 Connect 5,000 chronically homeless households with supportive housing
- 2 Provide permanent housing to 10,000 households at risk of or experiencing homelessness

The role Multnomah County plays in reaching the regional 10-year goals requires the County to build the systematic and programmatic capacities to:

- 1 Predictably serve 2,236 households in permanent supportive housing
- 2 Place 2,500 people into housing on an annual basis (2,000 in rapid rehousing and 500 in permanent supportive housing)
- 3 Prevent 1,000 households from being evicted

The County is working toward achieving the capacity needed to support those 10-year regional goals, and we are closely monitoring our progress in the quarterly reports to Metro and setting steps each year in the County's Annual SHS Work Plan.

In the first two years of the measure, the County has supported 2,447 households in either returning to housing or moving from a temporary housing project into a permanent housing program. Additionally, Multnomah County has provided 14,536 households with eviction prevention services.

The outcomes achieved in Multnomah County are only a part of those achieved in the region. Since 2021 across all three counties, SHS funding has allowed 4,984 households to move into housing, and prevented 16,382 households from entering homelessness. The collective work to increase services in Washington and Clackamas counties is key to reducing the intensity of homelessness in Multnomah County, because for the first time ever, all three counties have the resources to establish their own homelessness response system.



Reducing Racial Disparities Using SHS Funds

Central to the Multnomah County Local Implementation Plan, and a key goal of the County as a whole, is a focus on reducing the disproportionately high rates of homelessness among Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and other people of color (BIPOC) communities. In this second year of implementation, the majority of our Supportive Housing Services (SHS) investments in housing programs and rent assistance supported BIPOC households. This aligns with the goals of the SHS Measure, and with our overall focus Countywide on reducing racial disparities in services.

In FY 2023, 80% of households receiving SHS-funded services in Multnomah County — including people enrolled in housing programs, homelessness prevention services, and other supportive services — were BIPOC, up from 73% the previous year. That means Multnomah County met its goal of serving BIPOC households at a rate that exceeds the local rate of BIPOC homelessness for the second year in a row.

That trend carries when looking at permanent housing resources in particular. In FY 2023, 80% of households receiving supportive housing services identified as BIPOC, up from 75% the year before.

Of the 496 people using a Regional Long-Term Rent Assistance (RLRA) voucher in FY 2023, 55% were BIPOC. The Joint Office was intentional about including RLRA allocations to culturally specific providers. Of the 617 RLRA opportunities in Multnomah County, 171, or 28%, are allocated to a culturally specific organization (e.g., the Urban League of Portland, Native American Rehabilitation Association of the Northwest) or a culturally specific affordable housing building (e.g., Nesika Illahee, Hayu Tilixam, Las Adelitas).

The Joint Office also examined whether our RLRA program is adequately serving the needs of BIPOC people who meet Metro's "Population A" definition of chronic homelessness. The rate of BIPOC individuals in Population A (65.7%) remained larger than the percentage served by the RLRA program (55.4%). This indicates a need to further invest in RLRA infrastructure with culturally specific providers.

Native Hawaiian or Pacific Islander and non-Hispanic White people were the only two groups of people served at a higher rate in the RLRA program than they appear in Population A. Native Hawaiian or Pacific Islanders were 4.5% of those served in the RLRA program and were 3% of Population A. Non-Hispanic White people were 44.6% of those served in the RLRA program and were 31.5% of Population A.

The Joint Office also tracked outcomes for BIPOC individuals in other SHS-funded programs. The retention rate for BIPOC individuals in rapid rehousing was 82%, slightly lower than the rate for non-Hispanic White individuals (87%). Also in FY 2023, 83% of households receiving SHS-funded homelessness prevention services identified as BIPOC.



Investing in Growth and Capacity-Building of Culturally-Specific Organizations

Building the capacity of our culturally specific providers is key to the Joint Office's delivery of equitable services. This year, culturally specific service providers received 14.4%, or \$9 million², of the total \$64 million³ in Multnomah County Supportive Housing Services (SHS) funding allocated to providers. That \$9 million allocation exceeds the \$8 million distributed to culturally specific providers across all three counties last year.⁴

Equity Work Plans

Contracted Joint Office vendors are required to complete an equity assessment, and every Joint Office provider must submit an annual equity work plan. Equity work plans must include measurable objectives and timelines, and identify staff responsible for the elements addressed in the provider's equity assessment. The equity assessment informs the work plan and is a tool to help providers identify and address disparities in service allocation. The Joint Office's Equity Manager held listening sessions with Joint Office contract managers in spring 2023 to identify ways in which the Joint Office Equity Team can provide support and training for Joint Office contract managers and providers on equity work plans.

Next steps include engaging with providers around concerns and recommendations related to equity work plans; conducting an audit of current equity plans to determine common themes and baselines; and providing training, tools, and support for Joint Office contract managers and provider equity staff. The goal is to create baselines and common goals for equity and eliminating disparities across the system of care, to be implemented in FY 2024.

²\$9,262,962 subset allocated to culturally specific service providers

³\$64,237,386 SHS budget contracted to service providers

⁴Metro's SHS Regional Annual Report 2021-2022, p. iv

Improving Infrastructure to Build an Anti-Racist, Gender-Affirming System

A highlight of FY 2023 was the Joint Office's launch of a Racial Equity Lens Tool, developed by the department's Equity Team to operationalize equity-driven practices. Staff work through the equity lens process, usually as a team, when making decisions and setting the Joint Office's priorities (including investment decisions). The tool helps analyze impacts and determine best methods of implementation.

One aspect of building an anti-racist system is ensuring the race, ethnicity and demographic categories that are used to measure outcomes and equitable service delivery actually reflect the communities we serve. In FY 2023, the Joint Office reviewed existing federal gender categories and conducted research and analysis revealing that those categories could be more inclusive — leading the Joint Office to advocate for changes in those categories. The Joint Office also advocated for expanding race and ethnicity categories to include Middle Eastern and Latina/o/e/x.

The changes advocated for by the Joint Office parallel new federal categories for sexual orientation, gender, race and ethnicity. Updates also allow for general identity to be captured in Regional Long-Term Rent Assistance (RLRA) reporting. These expanded categories allow for more nuanced data, a more accurate understanding of disparities and an improved ability to serve community members.



Workforce Survey

In June 2023 the Joint Office surveyed SHS-funded agencies for demographic and pay equity data in order to assess workforce equity among SHS-funded providers.

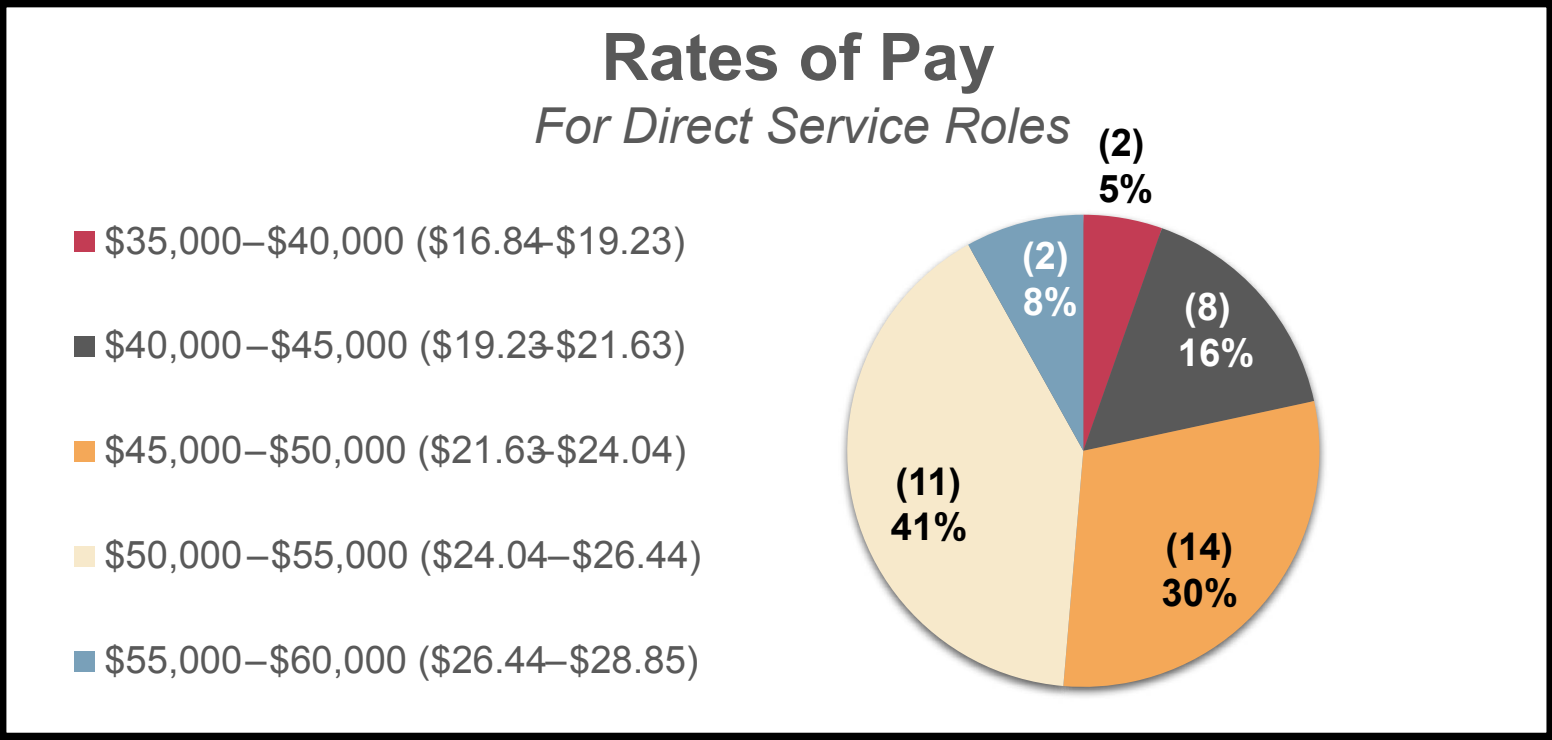
The following providers with staff funded by SHS in FY 2023 were asked to complete the survey:

- 21linfo
- All Good NW
- Beacon Village
- Bradley Angle
- Cascade AIDS Project
- Cascadia Health
- Catholic Charities of Oregon
- Central City Concern
- Community of Hope
- Cultivate Initiatives
- Do Good Multnomah
- El Programa Hispano Católico
- Family Essentials

- Home Forward
- Innovative Housing, Inc.
- IRCO
- JOIN
- Latino Network
- MHAAO
- Metropolitan Public Defender
- NARA NW
- NAYA
- New Avenues for Youth
- New Narrative
- Northwest Pilot Project
- Oregon Law Center
- Our Just Future

- Outside In
- Path Home
- Raphael House
- Rockwood CDC
- The Salvation Army
- Street Roots
- Self Enhancement, Inc.
- Transition Projects
- Urban League of Portland
- Volunteers of America
- WeShine Initiative
- Worksystems, Inc.
- YWCA of Greater Portland

The survey asked providers to report pay rates for direct service roles (meaning, staff who work directly with clients), the distribution of compensation for all employees from lowest to highest pay, and the demographic composition of staff, focusing on racial and ethnic identification, sexual orientation, gender identity, disability status, and lived experience of homelessness or housing instability.

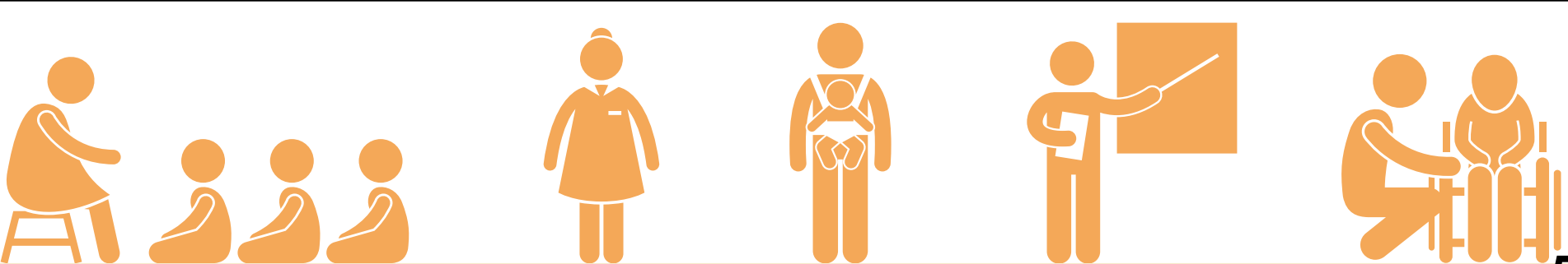
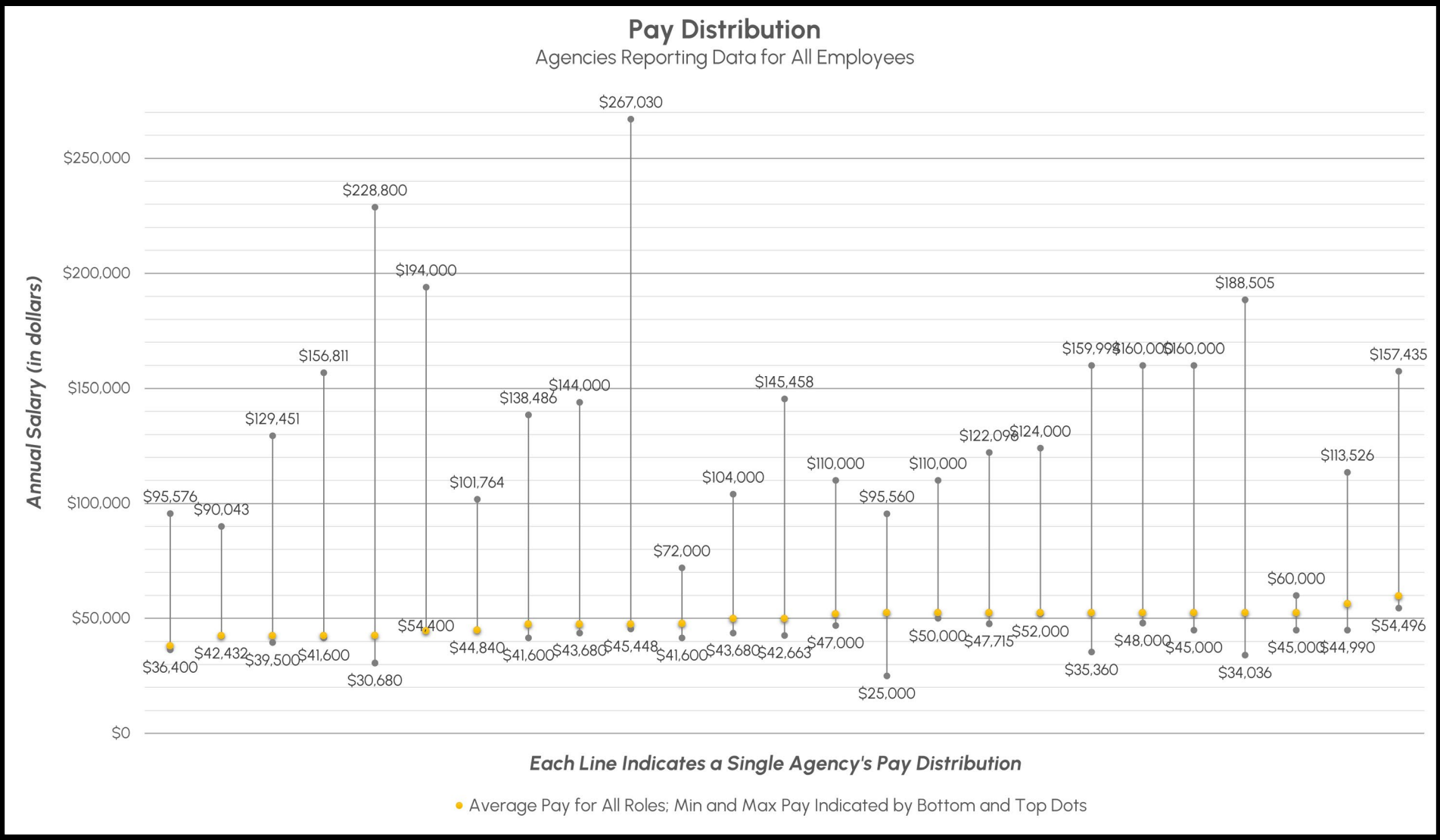
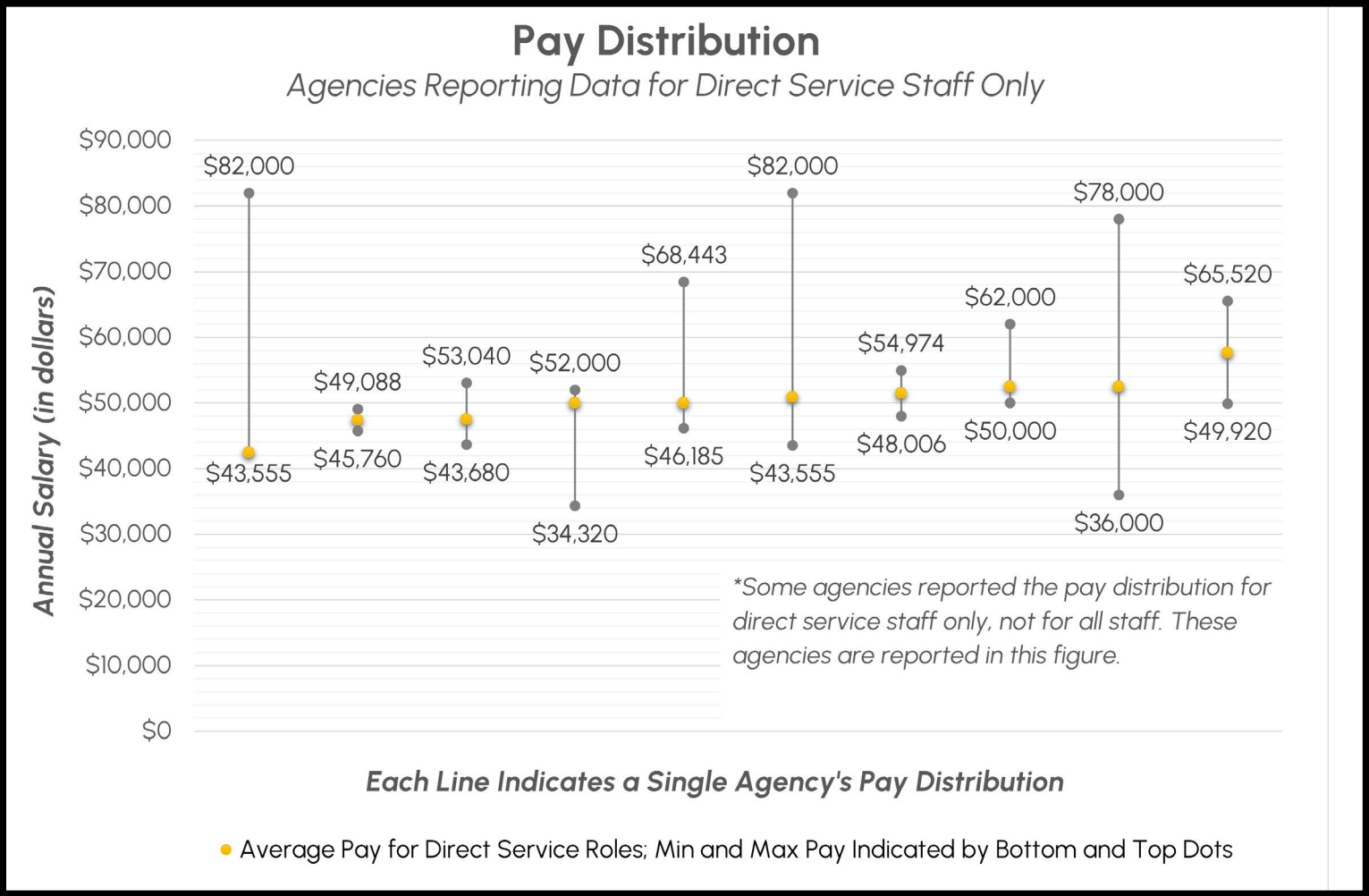


Source: Multnomah County Provider Assessment: Staff Demographic & Pay Equity Survey

Some providers only reported the pay distribution (minimum and maximum pay) data for direct service roles. For this reason, we show pay distribution data in two figures: one for providers who only reported this data for direct service roles, and another for providers who reported the data for all employees.

This data complements the Classification, Compensation and Benefits study released by the Joint Office in August 2023, which was based on data collected in 2022.

Of note, the Classification, Compensation and Benefits study and the 2023 survey each look at different groups of providers, meaning their results cannot be directly compared. And unfortunately, we do not have direct access to the agency-specific data collected in 2022 that would allow us to compare compensation levels between the two surveys. But even with those caveats, these datasets provide insight into the progress that SHS-funded providers have made in improving workforce diversity and equity during FY 2023.



"I have stability here."

John said staying at Do Good Multnomah's Roseway Motel Shelter has provided him with stability — and a path to housing.

"My experience here has been great. This gives me my privacy, my own bathroom, my own bed," John said. "I have stability here."

John became homeless after a series of challenging experiences: He lost his trucking business, he got divorced, and he experienced a stroke that left him disabled.

He said that before becoming homeless, he took housing for granted. "I did not understand how much need there was for the stability of housing, and how much you can be destroyed from the inside out when all that is ripped from you," he said.

With the help of the federal Department of Veteran Affairs' Community Resource and Referral Center, he was placed in a congregate shelter serving veterans. But because his disability made it hard to live in a congregate setting, he was referred to the Roseway, where he's lived ever since.

The Roseway, operated by Do Good Multnomah in a converted Rodeway Inn in Northeast Portland, opened in early 2022. With 110 beds, it's the largest motel shelter in Multnomah County, and is one of the recently opened shelters the Joint Office of Homeless Services funds through the Supportive Housing Services Measure.

The Joint Office added motel shelters to the County's shelter continuum to better serve seniors and other vulnerable people who might have health challenges or disabling conditions.

"If it wasn't for the services of Do Good and various other nonprofit organizations, I would literally be in a tent on a sidewalk," John said.

The most important thing to somebody trying to get off the street is stability. Without stability, you're not going to go anywhere. And Do Good supplies that."

Motel shelters, which offer case management, housing navigation and other supports, have been an important pathway for helping people return to housing.

John will be signing a lease soon for a new apartment, and he said he's looking forward to regaining the independence that comes with having a home of his own. "Living on your own, you live by your own decisions. You make your own mistakes. You're not monitored, which gives you a sense of independence," John said. "Your self-esteem goes up. Your ego goes up."

Do Good Multnomah *Roseway Motel Shelter*

John *Roseway Shelter Resident*

Photo Courtesy of
Jayden Kepo'o-Caspino



Diversity of the SHS-Funded Workforce

This graph below highlights the diversity of our SHS-funded workforce in 2023 compared to our workforce overall in 2022. Of note, 12% of staff have lived experience of homelessness or housing instability, and 11% of staff identify as persons with disabilities or impairments.

When compared to providers overall, our SHS-funded agencies had higher representations among their staff of both BIPOC and of non-cisgender people.

Race & Ethnicity of Employees

	2022 (JOHS Wage Study)	2023 (SHS Workforce Study)
American Indian and Alaska Native	1.7%	7.7%
Asian	3.7%	12.8%
Black or African American	14.4%	17.8%
Hispanic Origin of Any Race	9.6%	11.8%
Middle Eastern	*	3.77%
Native Hawaiian or Pacific Islander	0.6%	3.2%
Other Race	1.1%	5.5%
Two or More Races	6.1%	N/A
White	62.6%	36.7%
*Indicates rows with insufficient data (fewer than five employees or fewer than three organizations).		

Employee Gender & Sexual Identity

	2022 (JOHS Wage Study)	2023 (SHS Workforce Study)
Cisgender Woman	59.6%	67.6%
Cisgender Man	37.8%	27.2%
Nonbinary or Gender Nonconforming	1.8%	2.2%
Transgender Man	0.5%	
Transgender Woman	0.3%	
Transgender Person		0.6%
Two-Spirit or Third Gender		0.1%
Member of the LGBTQIA2S+ Community (of all genders)		9.3%

*Grayed out areas represent no collection of data at the moment.



Engagement & Decision-Making

Engaged stakeholders are crucial to the Joint Office's implementation of the Supportive Housing Services Measure. After the spring 2022 sunseting of A Home For Everyone, the Joint Office developed five advisory bodies to meet our engagement needs. These bodies also fulfill statutory and regulatory requirements, along with commitments in the County's Local implementation Plan.

Five New Advisory Bodies at the Joint Office

SHS Advisory Committee

Advises Multnomah County on adherence to the measure, the County's Local Implementation Plan and future regional plans. Required by Metro.

Continuum of Care Board

Advises and oversees the implementation of priorities and policies related to the Multnomah County Continuum of Care, including federal funding applications. Required by HUD.

Lived Experience Committee

Uplifts the voices of people who are currently unhoused or were previously unhoused, ensuring the Joint Office centers their experiences. Fulfills Local Implementation Plan commitment.

Community Budget Advisory Committee

Reviews and advises the Joint Office and the Board of County Commissioners on the Joint Office's budget and operations. Required by County charter, and new to the Joint Office when it expanded into a County department. Previously, the Joint Office was served by the County's non-departmental Budget Advisory Committee, which works with smaller County teams such as the Office of Sustainability and the County Communications Office.

Equity Advisory Committee

Provides guidance and recommendations to address racial disparities in the Joint Office's work on ending homelessness. Fulfills Local Implementation Plan commitment.

The Joint Office recruited for the five advisory bodies in spring 2022. Application processes varied depending on the advisory committee and jurisdictional partners involved, but applications for most were reviewed by a panel of Joint Office staff using a scoring rubric. For all advisory committees, the Joint Office specifically recruited for diverse representation across multiple areas.

Race & Ethnicity of Community Advisory Board Members in 2023

	CoC Board 15 members	SHSAC 14 members	CBAC 5 members	EAC 13 members	LEAC 15 members	Total / % of All Membership (62)**
White Alone	10	4	5	1	6	26 / 42%
White in Combination	0	0	0	0	2	2 / 3%
Black/African American	4	8	0	8	1	21 / 34%
Latino/a/x	3	5	0	4	4	16 / 26%
Asian	0	0	0	0	2	2 / 3%
Native American / Indigenous	2	2	0	0	3	7 / 11%
Native Hawaiian / Pacific Islander	1	1	0	1	0	3 / 5%
Did Not Disclose	0	0	0	0	2	2 / 3%

*Total percentages are greater than 100% because the count includes multiple races/ethnicities for some committee members.
Note: The Community Budget Advisory Committee does not have the same requirements for recruitment as the other bodies.

Race & Ethnicity of Community Advisory Board Members in 2023 *Continued...*

Representation on the advisory committees of Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and other people of color (BIPOC) and people with lived experience of homelessness increased between FY 2022 and FY 2023. Specifically, BIPOC representation increased from 48% to 55%, and the percentage of advisory members with lived experience of homelessness increased from 28% to 68%. This increase is primarily because the Equity Advisory Committee and Lived Experience Advisory Committee both launched in spring 2023.

Community Engagement to Better Serve People Experiencing Unsheltered Homelessness

Thanks to SHS funds, the Joint Office has increased engagement with community members and service providers to review and guide the work to refine a new Coordinated Access tool for assessment and referral to housing programs and to create a second tool to pull a monthly by-name list of chronically homeless adults.

There are three primary bodies for this engagement. The first is the Coordinated Access Oversight Committee, whose more than 40 members represent the following stakeholders: 211info, Black and Beyond the Binary, Cascadia Health, Central City Concern, El Programa Hispano Católico, Equi Institute, Home Forward, Immigrant and Refugee Community Organization, JOIN, Multnomah County Department of Community Justice, Multnomah County Intellectual Disabilities Division, Native American Rehabilitation Association of the Northwest, New Narrative, Our Just Future, Path Home, Portland Street Response, Self Enhancement, Inc., Transition Projects, Urban League of Portland, and Native American Youth and Family Center.

The second is the Housing Connections Collaborative, which has 12 members. This group is convened by C4 Innovations, one of the consultant firms aiding in the Coordinated Access tool redesign. The focus of this group is to gather feedback from people who have experienced homelessness.

The third is the Built for Zero Improvement Team, with 11 members from the following stakeholders: Metro, Central City Concern, Oregon Housing and Community Services, Community Solutions, JOIN, Native American Rehabilitation Association of the Northwest, Transition Projects, and the City of Portland Mayor's Office. The Joint Office also coordinates Built for Zero in the Tri-County Learning Collaborative with Clackamas County, Washington County and Metro. Each county brings forward the information they have gathered from stakeholders as regional strategies are discussed.



In Multnomah County's Local Implementation Plan, the Joint Office identified Coordinated Access as a Phase 1 investment and a central component to build system capacity. As system capacity expands, especially the availability of supportive housing, the Joint Office is working to improve the foundation of Coordinated Access to ensure equitable access to those resources and to prioritize housing for people experiencing chronic unsheltered homelessness.

In every iteration of Coordinated Access in Multnomah County, there has been some form of community engagement with stakeholders to inform the process because there needs to be community buy-in for the system to work. Primarily, this engagement is with service providers. Starting in the late 1990s, the Homeless Youth Continuum developed Coordinated Access in Multnomah County, and many of their policies and processes were used to inform Coordinated Access in the Adult, Domestic and Sexual Violence Coordination Office, and Family systems.

In 2015, the U.S. Department of Housing and Urban Development (HUD) required every Continuum of Care in the United States to implement a Coordinated Access tool. The Vulnerability Index - Service Prioritization Decision Assistance Tool, also known as the VI-SPDAT, was one tool recommended by HUD. Our Adult and Family systems implemented the VI-SPDAT tool in 2015 and 2016. The majority of family system resources go through Coordinated Access and require completion of the VI-SPDAT at entry into the system. The main resource in the adult Coordinated Access system is permanent supportive housing funded both by HUD and local funding sources like SHS, and completion of the VI-SPDAT is required to access these resources. Other resources for homeless adults are available in the adult system and do not require completion of the VI-SPDAT.

Community Engagement to Better Serve People Experiencing Unsheltered Homelessness *Continued...*

The Domestic and Sexual Violence system developed its own prioritization tool in collaboration with service providers — a parallel Coordinated Access system for people experiencing domestic violence in need of housing. The Domestic and Sexual Violence Coordinated Access tool in Multnomah County is considered an exemplar of domestic violence Coordinated Access systems in the United States.

Service providers have always raised concerns about using a standardized assessment tool, particularly the VI-SPDAT, and many have advocated for changing some of the questions or implementing a new tool. What our community initially observed was that BIPOC community members were not being found eligible for permanent supportive housing at the same rate as non-Hispanic White people. Researchers across the country have been evaluating the effectiveness of the VI-SPDAT, and starting in 2020, peer-reviewed studies were published confirming that there was racial and gender bias in the VI-SPDAT. Among technical experts, it is now common knowledge that outcomes from the VI-SPDAT are not equitable.

One of the first investments the Joint Office made with SHS funding was to fund a process to create a new tool that would be informed by providers and national experts, use questions specific to Multnomah County, and go through a vetting and data validation process before full implementation.

Our focus is to align Coordinated Access with our implementation of Built for Zero in order to serve people experiencing unsheltered homelessness, which is the majority of people on our Coordinated Access lists. Our goal with Built for Zero is to better utilize the Coordinated Access prioritized lists with other data elements to match people with services, which can only be informed by engagement with service providers, other stakeholders, and people who have been assessed. Internally, our department wants to focus on having one list for everyone who is receiving or seeking homeless services that we could use to prioritize resources and increase the efficacy of our navigation and referral investments.



“This is a new venture for us.”

Domestic violence triage center adds housing assessor position, thanks to Supportive Housing Services (SHS) funding.

For survivors of domestic violence, being housed is key to long-term safety and success. But before voters approved the Supportive Housing Services Measure, the Gateway Center — Multnomah County's call-in triage facility for domestic violence survivors — wasn't equipped to directly connect survivors with long-term affordable housing.

That changed in early 2023, when the Gateway Center used SHS funding to create its first full-time housing assessor position.

“This is really a new venture for us,” said Martha Strawn Morris, director of the Gateway Center.

Domestic violence survivors are able to get long-term housing through the Domestic Violence Coordinated Access system. But referrals into that system can be challenging, requiring ongoing work with a survivor over the course of two to 10 weeks. Gateway Center staff, who must focus on triaging survivors' immediate needs, didn't have that capacity.

“It was a big gap in the community,” Strawn Morris said.

But now, the Gateway Center can provide a direct entry point to long-term housing options through its first-ever housing assessor, Kara Sydnor.

Sydnor started in March 2023 and is able to support clients at their most vulnerable moments.

“We are often the entry point for survivors who are at a very delicate spot in their trajectory of healing, where they're ready to separate,

they're ready to flee,” Sydnor said. “That first contact that somebody makes, I am able to get them right at that most crucial delicate time.”

Sydnor said she's seen early success with the new role. All of the survivors she's helped through the referral process have been “matched” with housing. “I feel very optimistic when we're able to take a look back on the work that Gateway has been able to do,” she said.

But even with that early success, Sydnor and Strawn Morris say the number of survivors needing housing outpaces the resources available. The shortage of resources means that about 10 survivors are vying for each housing placement, meaning that most do not end up housed.

They said that more attention and resources need to be directed to the intersection of domestic violence and homelessness.

“If you're talking about supporting unhoused folks, you cannot have that conversation without also bringing up the intersection of domestic violence,” Sydnor said. “It's impossible to even begin taking the steps to create stability, safety and wellness for yourself when you don't have stable housing.”

Gateway Center
Domestic Violence Resource Center

Kara Sydnor
*Gateway Center
Housing Assessor*





SYSTEM CAPACITY & COORDINATION



SYSTEM CAPACITY & COORDINATION

In the Multnomah County Local Implementation Plan unanimously approved by the Board of County Commissioners in 2021, the County **identified four priorities to increase community-based organization capacity**: supporting service providers with the solicitation process for funding opportunities, providing access to increased administrative support, offering additional technical assistance, and increasing compensation for direct service staff.

In line with these priorities, the Joint Office has improved its solicitation process, allocated resources to contracted providers for capacity building, provided technical assistance, and funded several proposals for wage increases — in addition to cost-of-living increases applied to all organizations receiving SHS funds.

To increase and expand the provider network and address barriers to the procurement process, the Joint Office funded third-party technical assistance to guide community-based organizations and independent applicants through the tri-county Request for Programmatic Qualifications (RFPQ) process — a public procurement process that resulted in 60 additional qualified community-based organizations being eligible to contract with all three counties for the next four years. The Supportive Housing Services (SHS) qualified vendor pool includes 169 community-based organizations. The technical assistance focused on addressing disparities in organizational capacity for small and emerging providers. Every provider who accessed this technical assistance qualified in the RFPQ process, including several culturally specific providers new to our system.

A challenge our region faces during this rapid expansion is the balance between allocating money to large organizations with historical expertise in delivering homeless services or allocating money to emerging organizations that do not yet have that expertise but are leaders in their community and are already connected to people the measure is intended to serve. To address this issue, the Joint Office updated its allocation process to ensure equitable allocation.

The strategy for FY 2023 was to increase provider communication, hold a pre-proposal conference for every Notice of Funding Availability (NOFA), and standardize the review process. The Joint Office released 11 such funding notices throughout the year, each one a competitive application process for funding, and received more than 60 applications from provider organizations. In total, the Joint Office allocated \$18 million to contractors and initiated new contracts with 11 community-based organizations, four of which are culturally specific. Each NOFA was designed by technical experts overseeing the investment in the area of service, and included review by a robust review panel and standardized scoring rubric.

SYSTEM CAPACITY & COORDINATION CONTINUED...

Technical Assistance & Capacity-Building Resources

In FY 2023, the Joint Office allocated technical assistance and capacity-building funding to providers to increase capacity across our system. Technical assistance funds were made available through an opt-in process facilitated by the Joint Office in fall 2022. Interested service providers responded to a survey indicating which types of assistance they would need in the coming year. Nineteen service providers received technical assistance awards totaling \$713,000. Out of the 19 providers, two are culturally specific providers who received a total of \$78,000, or 11% of the funds. Providers used the funds to increase staff capacity, improve information technology system controls, add infrastructure to their finance and human resources teams, and hire consultants to improve equity training.

In addition, nine service providers received capacity-building allocations totaling \$1.7 million. Providers used capacity-building funds to purchase client database software, develop human resources operations, support improvements in fiscal management, pay for consultants to guide strategic planning, increase training to improve staff competencies, and provide other supports to ensure organizational stability and effectiveness over time.

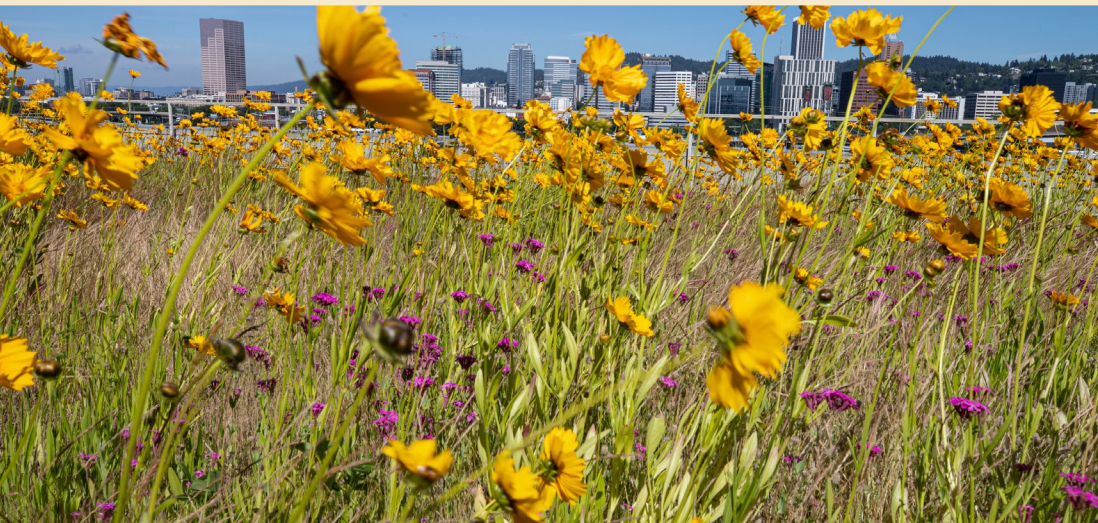
New Training Opportunities for Service Providers & Expanded Training Budgets

In Multnomah County's Local Implementation Plan, the Joint Office committed to expanding training for front-line staff. Our investment in this goal started in FY 2022 with increased funding for [Multnomah County's Assertive Engagement Team](#), which provides training to service providers on navigating power dynamics and using empathy in interactions with people seeking services from the County.

This year, Supportive Housing Services funds allowed the Assertive Engagement Team to double to four full-time employees who trained a total of 474 people, many of whom were staff from community-based organizations. The new team members help with ongoing assertive engagement projects that provide continued learning and skills development for County and Joint Office staff and for community-based providers. Attendance of Assertive Engagement training is one requirement that contractors commit to in their Joint Office contract.

The Joint Office met its work plan goal to launch five new training opportunities for service providers, including Psychological First Aid, De-escalation 101, Fair Housing for Shelter Providers, Naloxone Administration, and Peer-Delivered Services. In addition, the Joint Office Equity Team created and implemented training about gender pronouns that has been shared widely with community partners and providers. In total, the Joint Office offered twelve new training sessions in FY 2023.


In addition to Joint Office and County trainings, we offered resources to providers who sought training from third-party experts. We focused this investment on increasing expertise about permanent supportive housing services as well as technical assistance to strengthen knowledge and participation in the supportive housing system.




REGIONAL COORDINATION

Washington, Multnomah and Clackamas counties collaborated on several strategic projects, capacity-building initiatives and system improvement ventures in FY 2023. Below is a summary of the key projects and milestones.


To strengthen coordination and alignment of program implementation across the Metro region, the Tri-County Planning Body (TCPB) — the leadership body that defines the regional priorities for SHS implementation — identified regional goals, strategies, and outcome metrics to address homelessness. The TCPB identified six goals:




Providing training and technical assistance to support increased program functionality for service providers (with emphasis on culturally specific providers)




Ensuring County contracts for SHS programming adequately fund livable wages for direct service staff




Bolstering regional landlord recruitment



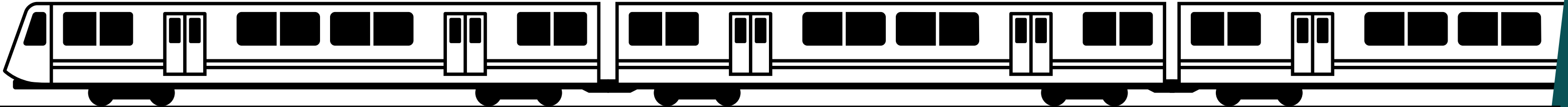
Creating system alignment & increasing long-term partnerships



Improving efficiencies of Coordinated Entry



Increasing unit availability



Landlord Liaison & Risk Mitigation Program

In January 2023, Metro and program staff from the three counties began meeting monthly to coordinate educational activities for the program. Together, staff shared existing engagement tools and identified innovative methodologies for expanding the availability of existing homes across the region. Training for existing landlords is coordinated regionally and staff continue to coordinate on identifying strategies for expanding unit availability.

Regional Point-in-Time Count

January 2023 also saw our region's first-ever fully combined Point-in-Time Count. This tri-county coordinated effort included creating a shared methodology and analysis, a centralized command structure, and unified logistics around the recruitment and deployment of volunteers.

Regional Request for Programmatic Qualifications

FY 22-23 included an effort by tri-county partners to procure new and diverse organizations as partners for service provision. Tri-county partners worked to ensure broad engagement and technical assistance to support the full participation of new and emerging organizations, especially culturally specific providers. 60 applicants were qualified to create a broad network of 167 tri-county pre-qualified service providers with diverse expertise and geographic representation.

REGIONAL COORDINATION CONTINUED...

Homeless Management Information System (HMIS) Regional Implementation

Starting in 2023, an updated Privacy Notice & Policy created a more trauma-informed and person-centered approach to obtaining participant consent for data sharing while maintaining a high level of data privacy. Next steps included moving toward regional visibility and more comprehensive integration of each of the counties' HMIS systems.

Additionally, each county is a current partner of Built for Zero with ongoing case conferencing in partnership with homelessness service providers to review participants on a by-name-list waiting for a match to housing programs. This program year brought the initiation of a tri-county Built for Zero collaboration that resulted in staff coming together to learn how individual county Coordinated Entry systems are different and sharing best practices in each community.

Health Share Housing Benefit Pilot

Finally, with Metro, each county engaged with Health Share of Oregon to continue coordination on the Health Share Housing Benefit Pilot, including identifying strategies for aligning the Housing Benefit Pilot with the existing homeless services system and integrating services to leverage healthcare and housing capacity to deliver better whole-person care.

These efforts are geared to be a demonstration for the forthcoming implementation of the Medicaid 1115 Waiver. Coordination is underway to foster systems integration that aligns homeless services funding and capacity with the new capacity brought by the 1115 Waiver's housing benefit.





METRO AFFORDABLE HOUSING BOND ALIGNMENT

Multnomah County is continuing to expand permanent supportive housing capacity, leveraging all available funding sources to create more permanent supportive housing apartments.

Leveraging Funding

The JOHS worked with the Portland Housing Bureau (PHB) and Home Forward to determine the best and most efficient allocations of various funding streams, including: SHS-funded services and rent assistance funds, construction funds from the 2016 Portland Housing Bond and 2018 Metro Housing Bond, project-based vouchers provided by the U.S. Department of Housing and Urban Development (HUD), and other state and federal resources.

Supportive Housing Apartments

The Portland Housing Bureau committed to supporting the creation of at least 300 supportive housing apartments within buildings funded by the Metro bond. So far, 75 units of supportive housing have been created in Metro Bond-funded buildings, and 153 additional units are currently in the pipeline.

In FY 2023, the Hattie Redmond Apartments opened in North Portland with culturally specific supportive services provided by the Urban League of Portland. All 60 units of the project are permanent supportive housing, made possible with rental assistance and support service funding from the state, with the Joint Office providing housing referrals through the Coordinated Access system.

Four more supportive housing projects made possible with the Metro Housing Bond are set to open in Multnomah County in FY 2024; three will include SHS-funded permanent supportive housing services. These projects include:

Meridian Gardens

Recovery-Focused Project
Add 65 PSH units to Continuum
SHS-funded services by Central City Concern
JOHS & Multnomah County's Behavioral Health Division is working with Health Share & CareOregon to align Medicaid-funded services with the project

Powellhurst Place

NW Housing Alternatives Project
Add 12 PSH units to Continuum
SHS-funded services by Native American Rehabilitation Association of the Northwest

74th & Glisan

A Catholic Charities of Oregon project
Add 41 PSH units to Continuum with culturally specific services provided.

Multnomah County continues to partner with the PHB, Health Share of Oregon and Care Oregon to incorporate SHS and Medicaid-funded services as part of the City of Portland's Spring 2021 solicitation for housing projects funded by the Metro bond. Shareholders meet regularly to find ways to braid funding from systems to maximize the effect.



Oversight Committee Recommendations

The partnership between the Joint Office and the Metro Oversight Committee has been invaluable to the implementation of SHS funding in Multnomah County. The level of expertise and care from the committee, as evidenced by their first annual report, has been a great motivator in our efforts. While the timing of recommendations from the Oversight Committee's annual report came in March 2023, it codified many of the themes that the committee has raised over the last year, and therefore some work was already underway. The recommendations also had an impact on our critical work in the fourth quarter, as we focused on addressing improved data collection in the County, and moving with urgency to address ongoing workforce issues.

The Joint Office has taken steps to fulfill the recommendations provided by the regional SHS Oversight Committee for FY 2023, including: improved communications efforts to tell the story of SHS, increased cross-sector alignment, and increased data capacity. The matter of workforce issues will be a primary focus area in FY 2024, and the Joint Office will use the baseline data collected in the Classification, Compensation and Benefits study to guide our work.

In addition, the Joint Office will work with the Tri-County Planning Body and the technical consulting firm, Home Base, as they conduct a scan of compensation practices locally and nationally.



Communications

This year, the Joint Office expanded its communications team and capacity, adding a second full-time employee focused on marketing and graphic design and helping the office tell stories of progress, including those made possible because of the SHS Measure. Additionally, the County's central communications office hired a full-time employee who is focused on supporting Joint Office communications. This additional capacity has allowed for the development of more robust communications strategies and a wider variety of communications deliverables — including videos, personal stories, improved graphics and an updated website — that are helping tell the story of the work the Joint Office does to end and prevent homelessness.

SHS funding allowed the Joint Office to expand its multimedia output, including the launch of a podcast in 2023 titled "Out of the Streets of Portland." The podcast features interviews with people who've experienced homelessness, explains how the housing and services system works, and counters common myths about homelessness. Released monthly, the podcast is available on major podcast apps and airs on local radio station KBOO. Additionally, the Joint Office contracted with Outside the Frame to produce several videos that were shared on social media and on the Joint Office and County websites — stories that also show the impact of the SHS funded-programs on the lives of real people.

In this fiscal year, the Joint Office greatly increased its social media activity and engagement with audiences through increased posting, improved graphics and videos, and paid social media campaigns when appropriate. That work was accelerated with the additional staff capacity made possible with SHS funding. Across Facebook, Instagram and X/Twitter, the Joint Office gained 701 new followers and put out 556 posts in FY 2023. Additionally, SHS funding allowed for the Joint Office to launch a new website, johs.us. While the website launched at the beginning of FY 2024, it was the culmination of work and investments that took place during FY 2023. The website features improved navigation features and more intuitive design, along with a Spanish-language version of the site, and opportunities for better data visualization and storytelling.

While not funded by SHS, the work of the Multnomah County Communications Department has also been helpful in shaping the public's understanding of the SHS program. That included responding to questions from news media related to SHS investments in Multnomah County, and publishing about 25 press releases and news articles focused on the Joint Office, with many highlighting progress in the implementation of the SHS Measure. In addition, the central communications office organized a monthly gathering of contracted providers, including many responsible for SHS-funded programs. The monthly gathering has allowed communications staff to connect and share resources, training and expertise — while also surfacing positive stories and accomplishments, and setting the table for proactive media strategies.

Cross-Sector Alignment

This year, the Joint Office used SHS-funded programming to increase its alignment with other County departments serving people experiencing homelessness, including Multnomah County's Behavioral Health Division, the Department of Community Justice, and the Department of County Human Services. This cross-sector alignment allows the County to serve more people who are experiencing homelessness but who may have not been able to access County services in the past.

Department of Community Justice (DCJ)	
Argyle Gardens PSH	DCJ Regional Long-Term Rent Assistance
Provides 12 units of permanent supportive housing for justice-involved adults.	Provides long-term rent assistance for people on parole or probation who are experiencing homelessness.

Health Department	
Behavioral Health Resource Center Shelter	Karibu Stabilization & Treatment Program
A new shelter in Multnomah County, located in the same building as the Health Department's drop-in Behavioral Health Resource Center. The shelter, specifically for adults with behavioral health needs, adds 33 beds to our community's shelter portfolio and helps address the need for more behavioral-health-focused shelters.	A culturally specific program for Black/African American men who are under supervision by the Department of Community Justice or are at risk of becoming justice-involved, and who are having behavioral health challenges. This program adds 14 beds of transitional housing.

Department of County Human Services
Intellectual Disabilities Services Mobile Outreach & Screening
A new staff position at the Department of County Human Services that reaches out to people who indicated they have a developmental disability when applying for Coordinated Access. The case manager can meet clients in the community, fast-track clients who are already eligible for services to permanent case managers, refer clients who do not meet criteria, and support clients through the screening process. This program increases service connection capacity within our homeless service system to support our contracted providers in making service connections.
Aging, Disability and Veterans Services Department Mobile Intake Team
An outreach team that can meet clients in shelters, other homeless service projects and service centers like the Behavioral Health Resource Center, and can attend limited-time events like severe weather activation at a temporary shelter site. This team can conduct long-term services screening for people needing in-home care, adult foster care, or referral to a senior living or nursing facility. This allows service providers to have the mobile intake team visit their shelters and screen people experiencing homelessness.

County-Wide
FUSE Pilot
A cross-department effort to serve frequent system users in Multnomah County. This year, a cross-department workgroup was convened to design the pilot to serve all departments and conduct a competitive funding process for the contract for the pilot that will serve 50 adults. The pilot launched at the beginning of this fiscal year.

"It's just a matter of finding out what they need."

New position funded by the Supportive Housing Services Measure helps bridge gap for people with intellectual and developmental disabilities experiencing homelessness.

While homelessness is challenging for anyone, people living with intellectual and developmental disabilities can be especially vulnerable. But for a long time, there was a gap between services for people experiencing homelessness and services for people with intellectual and developmental disabilities — creating challenges for people with intersecting needs.

That began to change in 2022, when Takiah McCullough was hired as Multnomah County's first supportive housing specialist focused on helping people with intellectual and developmental disabilities — a role made possible thanks to funding from the SHS Measure.

McCullough's focus is going down a list of clients who self-identify as having an intellectual or developmental disability when applying for housing through the Joint Office's coordinated access system.

"Primarily, my job is to go through that list, reach out to them, see if they're housed, see if they need any medical accommodations, see if they still qualify for programs or services," McCullough said.

She also follows up on referrals from other organizations and County employees, meeting people in the community and to help connect them with services.

"If they're not eligible for certain services, then we want to see that they're still connected in some kind of way, and that they're not just lost," McCullough said. "It's just a matter of finding out what they need."

Even though she's been in the role for less than a year, McCullough has already been able to make a positive impact. Last winter, McCullough met Jennifer, a client who had previously been receiving services but had lost contact with the system. McCullough reconnected with the client and found that she was living in a non-operational RV. "She was out here alone, with no support," McCullough said.

McCullough worked with Jennifer to move her into a motel while she got her connected to services, including Social Security benefits and Medicaid-funded services. Within a few weeks, Jennifer was able to move into a group home for adults with disabilities, where she's been ever since.

"That was something I'm most proud of," McCullough said. "People with intellectual and developmental disabilities need to feel like there are services out there that can really help them, that can support them."

Takiah McCullough
*Supportive Housing Specialist (Left),
Pictured with Client, Jennifer (Right)*



Data Capacity Improvements

In FY 2023, the Joint Office's data team grew from six to nine full-time employees. This increase in capacity has allowed the data team to devote more time to SHS-related programming and tracking. For instance, in FY 2023, the data team collaborated with staff across the Joint Office to help improve SHS project monitoring. The workgroup implemented more frequent reviews of program outcomes, created an enhanced monitoring tool for contract managers, and developed new action plans for following up with contracted providers.

Increased capacity also allowed the data team to develop a strategic plan focused on improving data quality, building better systems, and modernizing data infrastructure. This is especially important since the County is set to take over as the agency administering the region's Homeless Management Information System (HMIS), a system used to collect both client-level data and data on the delivery of housing and services to people at risk of and experiencing homelessness.

To ensure ongoing data quality, the Joint Office is currently in the process of establishing a contract with a technical assistance partner to support the modernization of HMIS training materials and training structures for our contracted providers. Additional data quality work in FY 2023 included the creation of a more robust data quality plan, which the Multnomah County/City of Portland Continuum of Care Board finalized and approved. This work dovetails with efforts to modernize the Joint Office's data infrastructure, which is taking place in partnership with WellSky and Multnomah County Information Technology and will ultimately allow policymakers to increase data-driven decision-making and better inform the public.

Finally, the Joint Office was also actively involved in the Systems Data Task Force convened by Chair Jessica Vega Pederson in February - May 2023. The task force included representatives from the County and the City of Portland, including Chair Vega Pederson and County Commissioner Sharon Meieran. Based on feedback and recommendations from the task force, the Joint Office is moving quickly to implement new performance indicators and a new data dashboard. The Joint Office will hire a technical expert to expedite this work, with the goal of launching the dashboard and implementing the new performance measures in FY 2024.

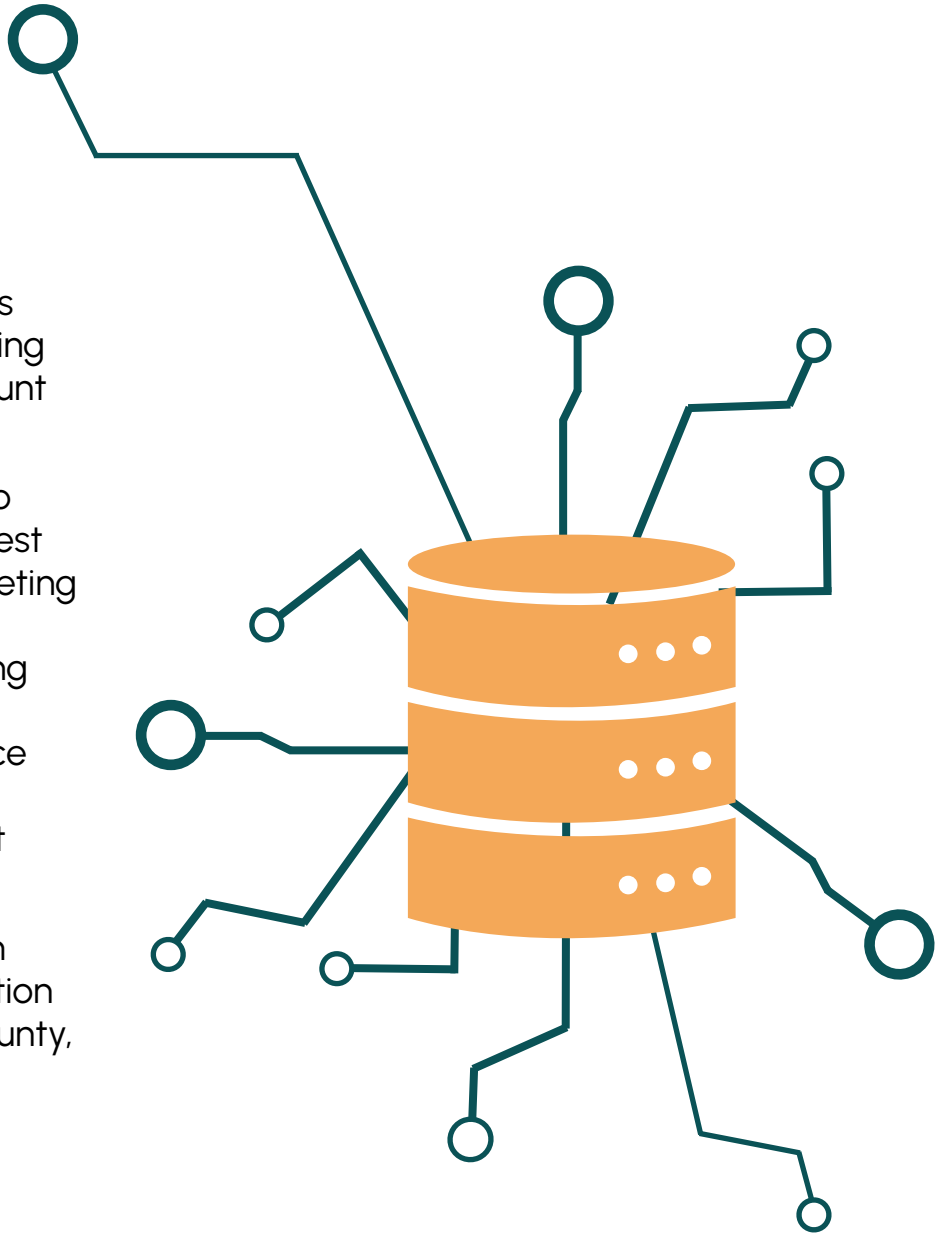
The data team has also been continually working to implement Built for Zero. Our goal in FY 2024 is to capture data for at least 90% of the unsheltered chronically homeless population, and in the first few months of FY 2024, the Joint Office launched a pilot project that will provide street outreach workers with technical tools that will allow them to conduct data entry in the field — with geolocation features that map where those services are being delivered. This means the County will have a better understanding of our progress toward reducing chronic homelessness.

Data Alignment & Coordination

FY 2023 also marked an increase in data coordination and alignment across the tri-county region. For the first time, Multnomah, Clackamas and Washington counties engaged in a coordinated tri-county Point-in-Time Count, with the assistance of Focus Strategies and Portland State University's Homelessness Research and Action Collaborative. Coordinating the tri-county region's work to conduct the HUD-required count is one step toward improving our regional data quality.

Also in FY 2023, the three counties' data managers started to meet every month to problem-solve, strategize and share best practices around data. This was in addition to a monthly meeting with the three counties' data analysts and managers, which during the past fiscal year has moved toward operationalizing regional annual metrics on data points like inflow/outflow and retention rates. This coordination has been a useful space to discuss the challenges and technical details of the measurement of outcomes across the different systems that exist in the tri-county region.

During the past fiscal year, Multnomah County has also been engaged in a coordinated effort to transfer the implementation of HMIS from the Portland Housing Bureau to Multnomah County, a process that has involved a high degree of collaboration, communication and alignment.





EVALUATION & QUALITY IMPROVEMENT

EVALUATION & QUALITY IMPROVEMENT

Multnomah County employs a variety of strategies to improve program performance and outcomes. The most important strategies implemented by our office this year were to improve the completeness and timeliness of client-level data entered into HMIS by our contracted providers and to clearly outline the process by which data was used to generate quarterly reporting outcomes. The goal of this work, which is ongoing as new programs are funded, is to have consistent, complete and timely client-level data on outputs and outcomes, including program enrollments, client demographics and housing move-in dates — extremely important data points for tracking program performance and evaluating outcomes.

The goal of outcomes monitoring is to use available data to identify programs that are not making timely progress toward meeting their annual outcome targets and work with them to understand and address barriers to serving clients. The County has made capacity-building grants available to both new providers and providers with expanding programs to support them as they ramp up service provision. Going forward, activities funded by capacity-building grants — particularly those addressing workforce development — will be guided by a quantitative assessment of underinvested areas based on data collected in the Joint Office’s recently completed Classification, Compensation and Benefits study.

Evaluation Activities Planned & Performed

At the beginning of FY 2024, Multnomah County released a Classification, Compensation and Benefits study of our contracted providers, a culmination of FY 2023 work. This study addresses specific concerns with workforce development and support, and it was a key priority of the research and evaluation activities recommended in the County’s SHS Local Implementation Plan. The study, available on the [Joint Office website](#), recommends that SHS-funded providers include workforce development goals as part of their required equity work plans. The County also plans to pursue agency-specific workforce development strategies with individual providers through targeted grant funding and technical assistance.

The County also planned and executed additional research and evaluation projects under the Joint Office’s Evaluation Framework and Workplan. This framework was designed to prioritize projects based on how effective they are at reducing homelessness and supporting people’s return to housing from homelessness. During FY 2023, the planning and evaluation team prioritized the following projects, with work continuing into FY 2024:

- 1 An evaluation of alternative shelters. The study, currently in progress, will identify defining characteristics of different shelter types — motels, villages and congregate facilities — and compare the costs of developing and operating these shelters. The study will also explore how the distinctive characteristics of alternative shelters contribute to residents’ ability to achieve their self-defined goals and obtain permanent housing. The project team completed a draft of the cost analysis in FY 2023 and will complete the qualitative data collection and analysis during the first half of FY 2024.
- 2 An online repository of resources and information on best practices for providing homelessness services. Developed in conjunction with Portland State University’s Homelessness Research and Action Collaborative, the repository will be a place to find evidence-based recommendations for effective programming. In FY 2023, we identified a website platform for the repository and began collecting information to populate the repository.
- 3 An evaluation of geographic equity in the provision of Joint Office-funded services. This research was also a key priority recommended in Multnomah County’s Local Implementation Plan. The study will include a needs assessment and services gap analysis of different geographic areas in Multnomah County, with additional focus on East County and other areas of historic and current underinvestment. During FY 2023, the project team identified data elements and completed a racial equity lens review of the research design.



SHS Evaluation Activities Planned for FY 2024

The Joint Office Evaluation Framework is our office's approach to identifying projects that are of the highest priority in improving our programs' effectiveness and efficiency in reducing homelessness and permanently housing individuals experiencing homelessness. The framework's guiding principle is to identify research and evaluation projects that measure and improve the impact of the County's work — going beyond the amount of dollars spent or clients served.

The framework and workplan are updated on a regular basis to consistently reflect the Joint Office's current research needs. During the upcoming fiscal year, the County plans to continue work on the evaluation projects described above.

To support the administration of workforce development assistance, the Joint Office will conduct follow-up outreach with participating agencies regarding their planned actions and support needs in classification, compensation and benefits. The Joint Office will complete the qualitative data collection and analysis for the alternative shelter evaluation, will develop and implement an internal-facing version of the research resources repository, and will complete the analysis of current investments and unmet needs in East County. The evaluation framework will assist our office in selecting additional projects to evaluate our SHS work in FY 2024.

Equity Analysis

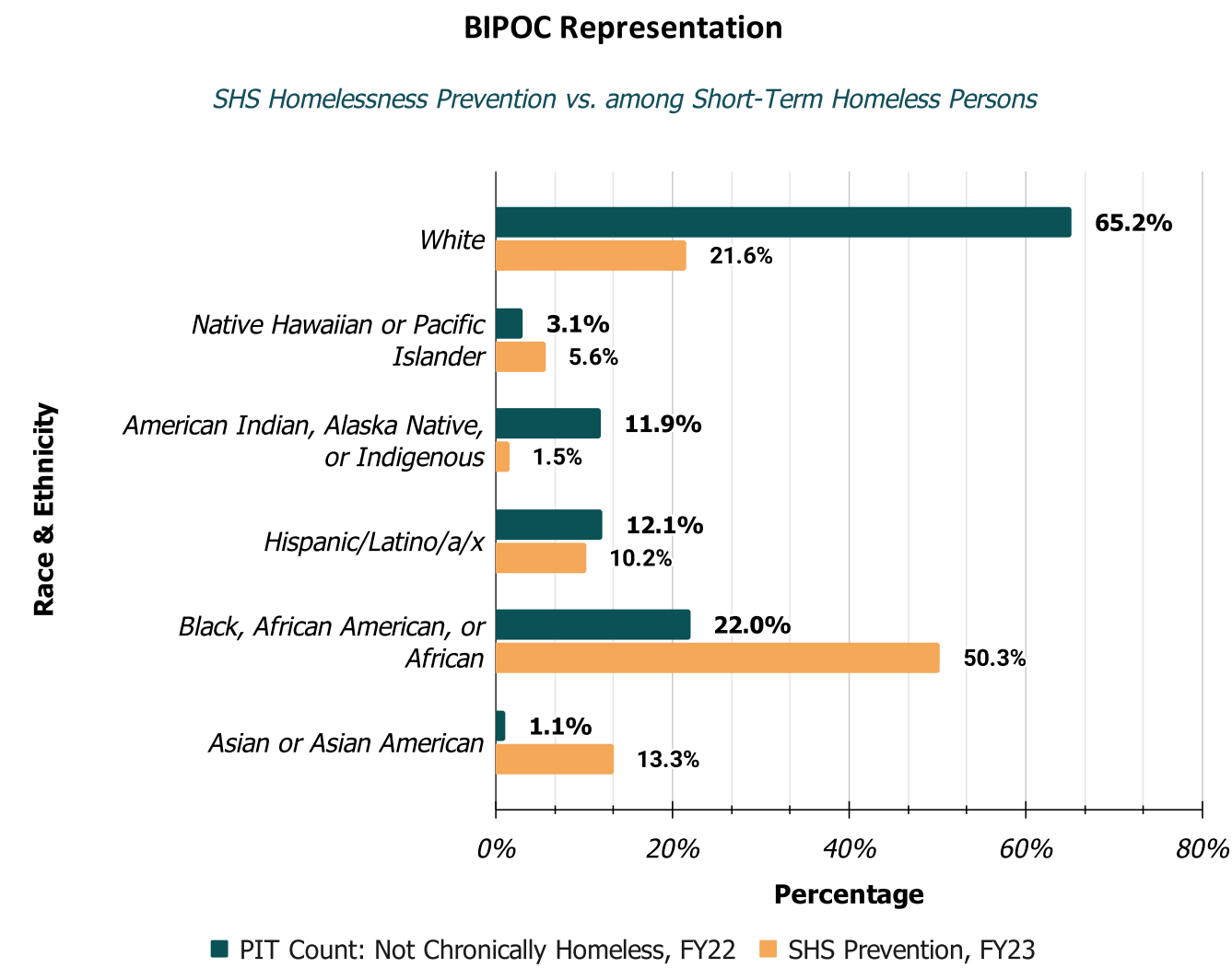
As the County's lead department serving people experiencing homelessness, the Joint Office is committed to inclusively leading with race in all of its work and acknowledges that many of the systems and institutions that provide homeless services have historically underserved and harmed Black, Indigenous, Latino/a/x, Asian, Native Hawaiian, Pacific Islander, and other people of color. In alignment with the requirements of the Supportive Housing Services Measure, the Joint Office is focused on reducing racial disparities across the regional homeless services system by prioritizing communities of color that are overrepresented in homelessness. The Joint Office also recognizes that other groups of people continue to face marginalization and discrimination based on gender identity, sexual orientation, ability and age. The Joint Office takes an intersectional approach but centers race, since people of color continue to experience poorer outcomes than their White counterparts across all axes of oppression.

To assess equity in SHS-funded work, the Joint Office requires our contracted providers to collect information on the races, ethnicities and genders of clients. This information is the basis of our racial equity analysis, which compares the percentage of people identifying as BIPOC who are receiving SHS services to the demographic breakdown of our total homeless population, as captured by our 2022 Point-in-Time Count. The analysis also assesses how racial equity has extended to SHS-funded programs supporting people experiencing both chronic and short-term homelessness.



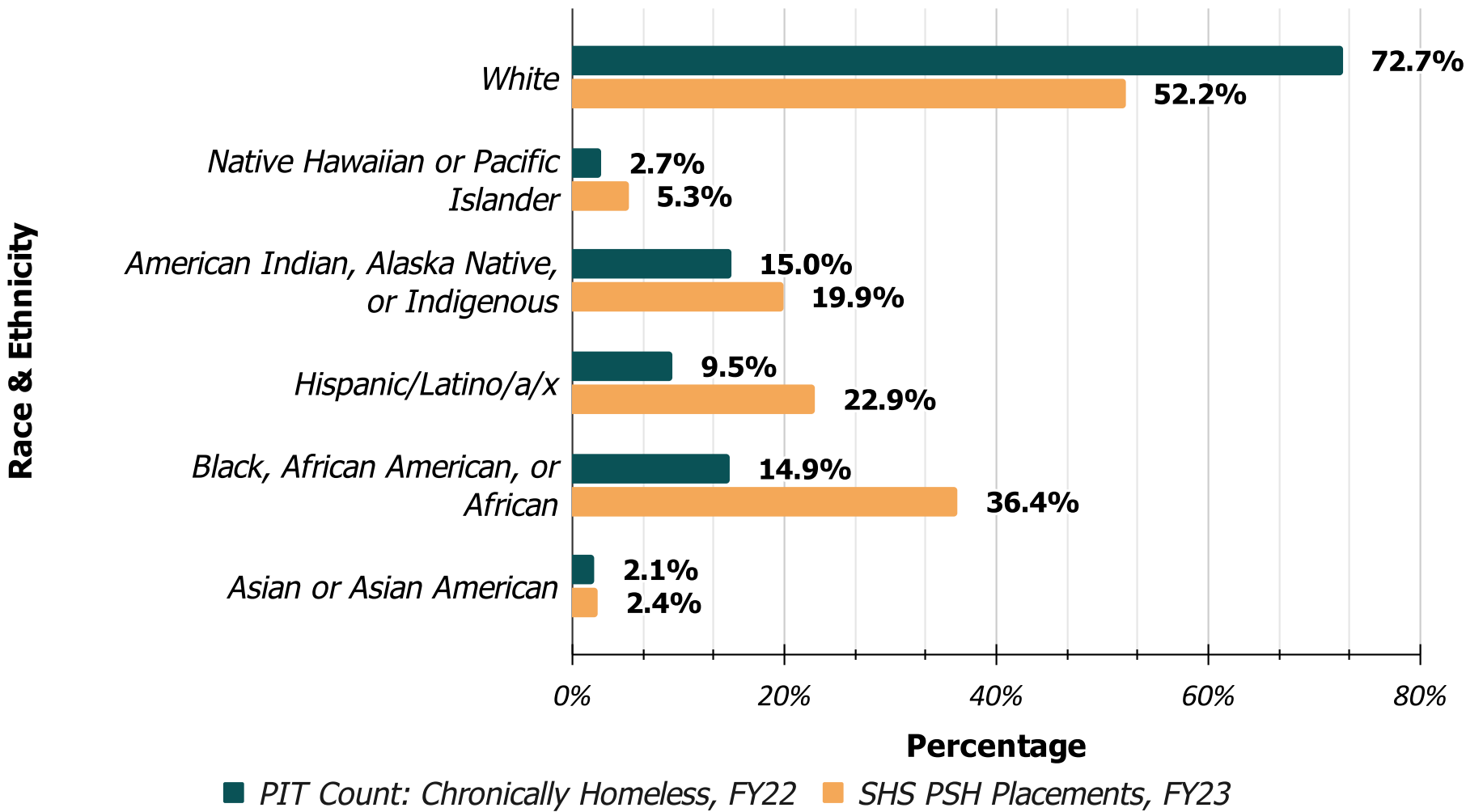
Progress Toward Racial Equity Goals in the LIP

The County's SHS Local Implementation Plan outlined racial equity goals for our implementation of the measure. The Joint Office's baseline analysis in the Local Implementation Plan demonstrated that Black, Indigenous, Latino/a/x, Native Hawaiian and Pacific Islander people were over-represented in the homeless services system compared to their representation in Multnomah County's general population, and that Black and Latino/a/x people were under-represented among people placed in permanent supportive housing.



SHS PSH Housing Placements vs Chronically Homeless

BIPOC individuals are more represented in SHS Permanent Supportive Housing Placements



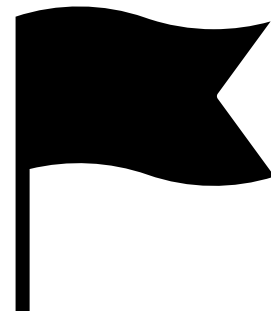
Progress Toward Racial Equity Goals in the LIP *Continued...*

In our first two implementation years, the Joint Office made meaningful progress to address racial disparities both in permanent housing placements and in homelessness more generally. Persons identifying as Black, Indigenous, Asian and Latino/a/x represent larger shares of the total group of people placed into permanent housing (both permanent supportive housing and rapid rehousing) and larger shares of chronically homeless (Population A) clients receiving SHS-funded services, than among persons experiencing chronic homelessness in the 2022 PIT Count.

These groups also increased their representation in SHS permanent housing placements between FY 2022 and FY 2023. Persons identifying as Black, Asian, Native Hawaiian or Pacific Islander represent larger shares of homelessness prevention clients, and larger shares of SHS-funded Population B clients (clients experiencing episodic or short-term homelessness), than among persons experiencing short-term homelessness in the 2023 PIT Count. Representation of Black, Asian, Native Hawaiian and Pacific Islander people in homeless prevention programs also increased between FY 2022 and FY 2023.

While we've been successful overall in serving BIPOC at higher rates than their representation in the homeless population, we continue to see disparities in the provision of specific SHS-funded services to individuals from certain demographics, in particular Indigenous, Native American or American Indian individuals (in rapid rehousing placements and homelessness prevention). In addition, individuals with non-cisgender identities appear to be under-represented among SHS-funded clients.

The culturally specific provider expansion strategies undertaken by the Joint Office have had an impact on racial disparities as outlined in the above tables and evidenced by the number of permanent housing placements and homeless prevention clients identifying as BIPOC.



Permanent Housing Placements

	Baseline Data		Current Year Data		
	SHS Total Housing Placements FY22	2022 Point-in-Time Count: Chronically Homeless	SHS Population A Totals, FY23	SHS Permanent Supportive Housing Placements FY23	SHS Rapid Rehousing Placements FY23
BIPOC / Non-Hispanic White / Not Reported					
BIPOC	41.2%	38.5%	65.7%	70.4%	63.2%
Non-Hispanic White	37.1%	58.0%	31.5%	27.8%	33.9%
Not Reported	21.7%	3.5%	2.8%	1.8%	2.9%
Race / Ethnicity Detail					
Asian or Asian American	1.7%	2.1%	2.9%	2.4%	2.7%
Black, African American, or African	24.0%	14.9%	32.3%	36.4%	31.0%
Hispanic / Latino/a/x	13.6%	9.5%	15.4%	22.9%	20.6%
American Indian, Alaska Native, or Indigenous	8.9%	15.0%	15.0%	19.9%	13.8%
Native Hawaiian or Pacific Islander	2.9%	2.7%	3.0%	5.3%	7.1%
White	49.1%	72.7%	53.9%	52.2%	55.2%

	Baseline Data		Current Year Data		
	SHS To-tal Housing Placements FY22	2022 Point-in-Time Count: Chronically Homeless	SHS Population A Totals, FY23	SHS Permanent Supportive Housing Placements FY23	SHS Rapid Rehousing Placements FY23
Ethnicity					
Hispanic / Latino/a/x	13.6%	9.5%	15.4%	22.9%	20.6%
Non Hispanic / Latino/a/x	64.7%	87.0%	81.8%	75.3%	76.5%
Not Reported	21.7%	3.5%	2.8%	1.8%	2.9%
Gender Identity					
Male		59.6%	42.8%	44.1%	42.8%
Female		35.4%	53.3%	51.8%	54.0%
No Single Gender		2.0%	1.9%	1.8%	1.7%
Transgender		1.7%	0.9%	1.0%	0.0%
Questioning		0.1%	0.1%	0.0%	0.0%
Not Reported		1.5%	1.4%	1.9%	1.2%

*Grayed out areas represent no collection of data at the moment.

Homelessness Prevention Services

	Baseline Data		Current Year Data	
	SHS Total Housing Placements FY22	2022 Point-in-Time Count: Chronically Homeless	SHS Population B, Totals FY23	SHS Prevention Services FY23
BIPOC / Non-Hispanic White / Not Reported				
BIPOC	72.7%	44.1%	75.5%	76.1%
Non-Hispanic White	23.6%	51.9%	17.1%	16.0%
Not Reported	3.7%	4.0%	7.4%	7.9%
Race / Ethnicity Detail				
Asian or Asian American	6.0%	1.1%	13.0%	13.3%
Black, African American, or African	39.3%	22.0%	50.5%	50.3%
Hispanic / Latino/a/x	22.3%	12.1%	10.3%	10.2%
American Indian, Alaska Native, or Indigenous	6.0%	11.9%	2.2%	1.5%
Native Hawaiian or Pacific Islander	4.5%	3.1%	6.4%	5.6%
White	40.2%	65.2%	23.1%	21.6%

	Baseline Data		Current Year Data	
	SHS Total Housing Placements FY22	2022 Point-in-Time Count: Chronically Homeless	SHS Population B, Totals FY23	SHS Prevention Services FY23
Ethnicity				
Hispanic / Latino/a/x	22.3%	12.1%	10.3%	10.2%
Non-Hispanic / Latino/a/x	74.0%	83.9%	82.3%	81.9%
Not Reported	3.7%	4.0%	7.4%	7.9%
Gender Identity				
Male		65.6%	41.6%	42.8%
Female		29.2%	54.3%	54.1%
No Single Gender		1.7%	0.3%	0.2%
Transgender		1.6%	0.1%	0.0%
Questioning		0.2%	0.0%	0.0%
Not Reported		2.3%	2.7%	3.0%

*Grayed out areas represent no collection of data at the moment.

"It's safety, it's security, it's comfort. It's home."

Gwyn and Dan find comfort and security in permanent supportive housing at Las Adelitas.

Years of living on the streets made Portland couple Gwyn and Dan think housing was out of their reach. But through services made possible with the SHS Measure, the couple have moved into permanent supportive housing — and they feel a new sense of hope.

"It means everything," Gwyn said. "It's safety, it's security, it's comfort. It's home."

The couple was homeless for years and felt unable to find a way out. They moved to Portland from Florida with the hope of finding work, but lingering injuries from an accident left Gwyn with an infected hip, unable to walk.

They slept in a van and struggled to get their basic needs met. "Once you're on the street, you kind of get stuck in that situation," Dan said.

A stay at a severe weather shelter changed their trajectory. It was there that they met a County employee who helped connect them with longer-term shelter through Do Good Multnomah.

They didn't realize housing would be a possibility for them until they saw other people in the shelter get those opportunities. With the help of Do Good Multnomah staff, they took the Coordinated Access assessments that determined they were eligible for permanent supportive housing.

Permanent supportive housing pairs deeply affordable housing with wraparound services, and it's a proven model for people like Gwyn and Dan who are experiencing chronic homelessness. Building up the region's supply of permanent supportive housing is one of the key goals of the SHS Measure.

In early 2023, Gwyn and Dan were able to move into their new apartment at Las Adelitas, an affordable housing community developed by Hacienda CDC that opened in late 2022. The 18 units of permanent supportive housing at Las Adelitas are among the 417 new units of permanent supportive housing that were able to open last year in Multnomah County thanks to SHS funding.

Now that they're housed, Gwyn and Dan have been able to focus on moving forward. Both have been able to get long-delayed medical care, and they're working to find the stability that wasn't possible when they were homeless.

"It's a chance to start a new life," Gwyn said. "It just inspires you to want to continue going on the right path."

Las Adelitas
PSH Program

Gwyn & Dan
Tenants, Las Adelitas





FINANCIAL REPORT

FINANCIAL REPORT

In FY 2023, Multnomah County budgeted a total of \$90,803,734 in Supportive Housing Services (SHS) funds for the Joint Office of Homeless Services, a significant portion of the department's total adopted budget of \$262.3 million. The amount of SHS funds budgeted for the Joint Office was in alignment with the SHS revenue Metro had forecast for FY 2023, and included about \$45 million in unspent funds and reserves from the FY 2022 adopted budget.

For FY 2023, the Joint Office was ambitious in its spending goals, committing to spend down 100% of its budgeted SHS funding, unlike our counterpart counties. However, the Joint Office did not reach that goal, and finished the fiscal year with 65% spent. None of the counties receiving SHS funds spent all of their funding last year, and Multnomah County's spending rate was comparable to Clackamas County's rate of 62% and Washington County's rate of 75%. However, because Multnomah County had set such an ambitious spending goal, the size of the gap between that goal and our actual rate of spending led Metro to initiate a corrective action plan to address the underspend. The corrective action plan, created in collaboration with the Joint Office and Metro leadership with allocations approved by the Multnomah County Board of Commissioners, lays out a plan for the Joint Office to successfully distribute the unspent, previously budgeted SHS funds to address critical community needs.

The FY 2023 underspend led to increased involvement by County leadership in the SHS budgeting and planning processes for FY 2024. The County Board of Commissioners previously exercised its authority on \$23 million of estimated FY 2023 underspending (included in the Corrective Action Plan) as part of their vote on the FY 2024 budget. Approval of allocations for the remaining \$17.6 million in underspent funding came in the first quarter of FY 2024.

As the implementation of SHS continues to ramp up, the Joint Office has identified key challenges that prevented the swift use of SHS funds, factors that led to the significant underspend. Central to that are challenges with provider capacity and retention, as described throughout this report. Providers also cited challenges with the County's reimbursement model, saying it contributes to financial hardship for emerging providers. In response, the Joint Office is piloting a new process to offer new and expanding organizations capacity-building funds up front, and will continue to focus on this as an area of improvement.

Priority investment areas in the plan include emergency shelter, housing commitments, regional coordination, rental assistance, reserves and contingencies, and system investments. The agreement will be considered satisfied when we reach a 95% spending rate in each of the defined categories (with the exception of the Housing Multnomah Now category, which only requires an 80% spending rate). The Joint Office is expected to complete the corrective action plan in FY 2024 and will meet with Metro on a monthly basis to report progress.

It is important to note that during these initial years of the SHS Measure, there is still a decent amount of variance between forecasted revenue and actual revenue in tax collections. While we anticipate this gap closing over the length of the measure, it has led to unanticipated revenue — revenue that the County is not able to expect to receive on an annual basis. In early FY 2024, the County Board of Commissioners approved approximately \$50 million in unanticipated SHS revenue on a one-time-only basis. While these one-time-only investments can create meaningful impact, we have found providers are less likely to seek out these opportunities, as there is no guarantee for that same funding to be available year after year.

Despite these challenges, the Joint Office is in a strong position for FY 2024. The corrective action plan is providing the Joint Office with a path forward for addressing underspending from the previous fiscal year, outlining immediate investments that will help ensure these unspent dollars are put to use in our community. And, the process of finalizing that corrective action plan increased understanding and alignment between the Joint Office, Multnomah County, the City of Portland and Metro. The work the Joint Office has done in FY 2023 and early FY 2024 to address these challenges is building the foundation for us to deliver on the promises of this measure: creating a sustainable system that will end and prevent homelessness for thousands of Multnomah County residents for years to come.



APPENDIX & ATTACHMENTS

Our appendix contains a range of files such as: reports, data tables, charts, graphics, plans, etc. that provide an in-depth / quantitative understanding of the information and stories presented throughout this annual report.

ATTACHMENT A: ANNUAL WORK PLAN GOALS & OUTCOMES

Section 1: Housing / Program Goals

Description	Goal	Progress																												
Number of supportive housing units / opportunities you plan to bring into operation this year (in vouchers/units)	994 Supportive Housing Units	We achieved 62% of this goal by expanding capacity by 612 supportive housing opportunities (324 apartments + 288 vouchers) Added Project-Based Capacity = 324 apartments																												
		<table><tr><th>Property</th><th>Apartments</th></tr><tr><td>Anna Mann</td><td>12</td></tr><tr><td>Argyle Gardens</td><td>12</td></tr><tr><td>Aurora</td><td>16</td></tr><tr><td>Cathedral Village</td><td>8</td></tr><tr><td>Douglas Fir</td><td>15</td></tr><tr><td>Emmons Place</td><td>48</td></tr><tr><td>Hayu Tilixam</td><td>9</td></tr><tr><td>The Joyce</td><td>66</td></tr><tr><td>Las Adelitas</td><td>18</td></tr><tr><td>Nesika Illahee (expansion from last year's capacity)</td><td>15</td></tr><tr><td>River Haven</td><td>35</td></tr><tr><td>The Starlight</td><td>70</td></tr><tr><td>Total</td><td>324</td></tr></table>	Property	Apartments	Anna Mann	12	Argyle Gardens	12	Aurora	16	Cathedral Village	8	Douglas Fir	15	Emmons Place	48	Hayu Tilixam	9	The Joyce	66	Las Adelitas	18	Nesika Illahee (expansion from last year's capacity)	15	River Haven	35	The Starlight	70	Total	324
		Property	Apartments																											
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River Haven	35																													
The Starlight	70																													
Total	324																													

Section 1: Housing / Program Goals

Description	Goal	Progress												
		<div>Added Tenant-based Capacity = 288 vouchers</div> <table><tr><th>Voucher Program</th><th>Vouchers</th></tr><tr><td>Assertive Community Treatment (expansion from last year's capacity)</td><td>25</td></tr><tr><td>Transition Projects, Inc. RLRA</td><td>68</td></tr><tr><td>Department of Community Justice RLRA</td><td>45</td></tr><tr><td>Multnomah Stability Initiative RLRA</td><td>150</td></tr><tr><td>Total</td><td>288</td></tr></table>	Voucher Program	Vouchers	Assertive Community Treatment (expansion from last year's capacity)	25	Transition Projects, Inc. RLRA	68	Department of Community Justice RLRA	45	Multnomah Stability Initiative RLRA	150	Total	288
Voucher Program	Vouchers													
Assertive Community Treatment (expansion from last year's capacity)	25													
Transition Projects, Inc. RLRA	68													
Department of Community Justice RLRA	45													
Multnomah Stability Initiative RLRA	150													
Total	288													
Number of Housing Placements into Permanent Supportive Housing	545 Households	We achieved 71% of this goal. We placed 387 households composed of 624 people.												
Number of Housing Placements into Rapid Rehousing	800 Households	We achieved 60% of this goal. We placed 419 households composed of 694 people.												
Number of Homeless / Eviction Prevention	800 Households	We exceeded this goal by 285%. We served 2,067 households composed of 5,380 people.												
Number of Retention Rates in Permanent Supportive Housing	85%	We met this goal, achieving a 99.06% retention rate.												
Housing Retention Rates in Rapid Rehousing	85%	We nearly achieved this goal with an 84% retention rate.												

ATTACHMENT A: ANNUAL WORK PLAN GOALS & OUTCOMES

Section 2: Racial Equity

Regional Goal: Provide access to services and housing for Black, Indigenous, and people of color at greater rates than Black, Indigenous and people of color experiencing homelessness.

County Work Plan Goal	Progress
Increase culturally specific emergency shelter bed capacity by 10% this year over the total bed capacity funded by SHS in FY22.	<p>We still need to meet this goal. The Shelter Development team initiated contract negotiations with a culturally specific provider to open a Safe Park Alternative Shelter site, which is planned to open in March 2024. The team also started work on a second project with a culturally specific provider to open its first shelter. However, it did not move forward after the JOHS attempted but failed to find a mentor organization to support the culturally specific provider.</p> <p>While we worked to open new shelters, we also worked to preserve existing capacity by identifying a new location for a culturally specific shelter that started during COVID with ARPA funds.</p>
Increase by 10% the number of BIPOC individuals served by housing placement and retention services.	We still need to meet this goal. We are still developing an internal process to track and analyze this information accurately.
Utilize disaggregated race and ethnicity data to center equity in all programs, process improvement and expansion, and allocation decisions.	We met this goal. This year, we standardized a review of data and historical experience for each budget proposal our department put forward to the Chair of Multnomah County. The question all staff need to write a response to is "Data and Historic Experience: How is data and historic experience informing decision making? How are you collecting, reviewing, and analyzing demographic data to inform the proposal?"

County Work Plan Goal	Progress
Initiate contracts with at least five new culturally specific (CS) community-based organizations.	<p>We achieved 80% of this goal. In FY23, we initiated contracts with 11 new providers, 4 of which are culturally specific.</p> <p>Community of Hope Family Essentials Rockwood CDC Straightway Services (CS) Salvation Army 4D Recovery Black Community of Portland (CS) College Housing Northwest Slavic Oregon Social Services, Ecumenical Ministries of Oregon (CS) Rahab's Sisters Black Mental Health of Oregon (CS)</p>
<p>Launch the SHS Advisory Committee and ensure that Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and other people of color are overrepresented in all decision-making and advisory bodies.</p> <p>We will hold at least six SHS Advisory Committee meetings and one annual retreat.</p>	<p>We met this goal. We launched the committee in September 2022 and held two onboarding sessions, five meetings, and one special session. Of its 18 original members, 78% identified as BIPOC and 89% identified as having lived experience of homelessness. Additionally, we elected co-chairs and launched two workgroups (Capacity building and Equity). We could not hold a retreat in FY23 and plan to hold one in FY24.</p>

ATTACHMENT A: ANNUAL WORK PLAN GOALS & OUTCOMES

Section 3: Capacity Building

Regional Goal: Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs.

Regional Goal: Build (for provider network) anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards, and technical assistance.

Description	Progress
Launch a technical assistance program to support community-based organizations.	<p>We met this goal. In the fall of 2022, JOHS made technical assistance funds available to our current provider network, which had asked for TA for years. The initial investment for FY23 was focused on current providers (those with existing contracts) who were new as of FY21. Organizations that received the funding were able to choose their own TA providers. The range of investment was between \$19,000 and \$40,000, and 19 providers received the funds: Janus Youth, Metropolitan Public Defenders, Innovative Housing, New Avenues for Youth, Native American Youth and Family Center, Portland Street Medicine, 4D Recovery, TPI, Our Just Future, Do Good Multnomah, All Good NW, WeShine, Community of Hope, Cultivate Initiatives, NW Pilot Project, Trash for Peace, Beacon Village, Portland Homeless Family Solutions, and Urban League of Portland. We utilized the entire \$1.5M allocation.</p> <p>JOHS is continuing to refine and create a structure for capacity-building offers in the future, but in FY23, we allocated \$1.5M for equity-focused system development and capacity building. The JOHS executive director at that time wanted to ensure we first addressed the current provider network. The focus group included new, emerging, culturally specific, and culturally responsive organizations. Nine organizations received the funds: All Good NW, Mental Health and Addiction Association of Oregon, New Narrative, Rockwood CDC, WeShine, Beacon Village, Outside the Frame, Cultivate Initiatives, and Trash for Peace.</p>

Description	Progress
Launch an additional five new training opportunities.	<p>We met this goal. We launched five new trainings for service providers:</p> <ul style="list-style-type: none">Psychological First AidDeEscalation 101Fair Housing for Shelter ProvidersNaloxone AdministrationPeer Delivered Services
Create a quality-by-name list of the single adults experiencing long-term literal homelessness in Portland, Gresham, and Multnomah County.	<p>We met this goal. While we haven't hit all the competencies required to constitute a "quality" by-name list, the Built for Zero team reached the significant milestone of data reliability in April 2023 and was able to begin releasing a monthly by-name list.</p> <p>A by-name list scorecard review was conducted with Community Solutions leads in July of 2023, which found that our community had progressed by 4 points since 2021. This represents the achievement of some data quality-related measures and an Inactivity Policy that accounts for individuals disengaging from services (with verified absence from the community), including those entering institutional settings.</p> <p>Additionally, as part of the work to achieve a "quality" by-name list, the Built for Zero team also developed an ArcGIS front-end data collection tool focused on filling known gaps in our data to ensure the list of our focus population is as comprehensive as possible. The ArcGIS capabilities allow for real-time coordination and evaluation, enabling routine gap analysis for outreach services and providing necessary information in complex decision-making situations. First launching in June 2023, the new data collection tool developed for the Built for Zero initiative began testing with Housing Multnomah Now and is now in use in the Outreach Data Collection Pilot. This pilot intentionally expands by-name list reporting while directly bringing the Coordinated Access entry point to people experiencing unsheltered homelessness through outreach and engagement services. This pilot will continue through February 2024 before the Built for Zero team moves to implement the data collection tool to a broader pool of providers to ensure its large-scale viability.</p>

ATTACHMENT A: ANNUAL WORK PLAN GOALS & OUTCOMES

Section 3: Capacity Building Continued...

Regional Goal: Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs.

Regional Goal: Build (for provider network) anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards, and technical assistance.

Description	Progress
Support community-based vendors to effectively collect and enter data into the Homeless Management Information System (HMIS).	We met this goal. The Joint Office Data Team regularly responds to requests for assistance from agency users and management to complete reporting, extract data, and provide ongoing training and support. These often include questions about workflow, using the SAP Business Objects advanced reporting software, and other technical issues. We frequently assist agencies with visibility troubleshooting and other issues as needed. This year, multiple agencies requested assistance exporting HMIS data to use in conjunction with an external database, and we met to assist them in project planning and educate them on the tools available for HMIS export.
Develop data hubs that can assist community-based organizations with their HMIS report requirements. The JOHS will centralize processes to simplify the data entry process.	We still need to meet this goal. After internal planning, the JOHS decided to put this goal on hold and instead focus on updating the data quality plan for the department and initiating specific auditing of SHS-funded programs, which included a review of quarterly outcomes, data quality metrics, and initiating individual service provider meetings to offer technical support.

Section 4: Other Goals Based On Local Implementation Plan

Description	Progress
The JOHS will consult multiple sources to analyze the geographic distribution of services in Multnomah County.	We still need to meet this goal. However, we made substantial progress towards this goal. The geographic equity study will include a needs assessment and services gap analysis of different geographic areas in Multnomah County, with an additional focus on East County and other areas of historical and current underinvestment. During FY23, the project team identified data elements and completed a racial equity lens review of the research design. Work on this project will continue in FY24.
Conduct a community-wide wage assessment to determine opportunities for higher wages and educational attainment for those who work at community-based organizations.	We met this goal. The Joint Office of Homeless Services released a wage study that analyzed wages, employee satisfaction, and workforce stability at 20 community-based service providers contracted with the Joint Office of Homeless Services. View the study here. The study reveals that many of the organization's employees need help making ends meet with their current wages, with only 31% saying they felt their compensation allows them to take care of their essential needs. Half of the employees surveyed said they would likely look for a new job within the following year.

ATTACHMENT B: REGIONAL METRICS

Housing Stability Outcome Metrics

Metric	Data Points	Outcome Data
Number of supportive housing units created and total capacity, compared to households in need of supportive housing.	# of SHS-funded Permanent Supportive Housing units/vouchers added since July 1, 2021 (this is to show progress towards your portion of the 5,000 units/vouchers goal)	1,114
	Total # of Permanent Supportive Housing units/vouchers added in your system (regardless of funding source) since July 1, 2021)	1,315
	# of households in need of Permanent Supportive Housing in 2021 (baseline) (Pop A)	2021 Baseline = 4,936
	# of households in need of Permanent Supportive Housing currently (2023) (Pop A)	2023 = 4,582
Number of households experiencing housing instability or homelessness compared to households placed into stable housing each year and outflow.	Use tri-county agreed methodology for inflow/outflow that uses Built for Zero approach	FY 2022-2023 Average Inflow = 1,002 FY 2022-2023 Average Outflow = 691

Housing Retention Outcome Metrics

Metric	Data Points	Outcome Data
Housing Retention Rates: PSH, RRH	% of people placed into permanent housing programs who retained housing at 12 months and each 12 months thereafter.	PSH Retention Rate = 99.06% RRH Retention Rate = 84%
Length of Homelessness	System: Average length of time homeless for people you've served in the system (use HUD guidance)	System Length of Time Homeless: Mean: 5.56 years, Median: 3.66 years.
	The average length of time homeless for people served in SHS programs.	SHS Length of Time Homeless: Mean: 6.72 years, Median: 3.48 years
Returns to Homelessness	System: Average rate of returns to homelessness (use HUD guidance) for households that exited to permanent housing in your system	System PH Exit in FY21-22 and return in FY22-23: 19.74%
	The average rate of returns for people placed into SHS-funded programs	SHS PH Exit in FY21-22 and return in FY22-23: 9.66%

Engagement & Decision-Making Outcome Metrics

Metric	Data Points	Outcome Data
Percent of all advisory and oversight committee members who identify as Black, Indigenous, and people of color or as having lived experience of housing instability or homelessness	% of local advisory committee/board and oversight committee members who identify as BIPOC	34 of 62 members, or 55%
	% of local advisory committee/board and oversight committee members who have lived experience of housing stability or homelessness	42 of 62 members, or 68%

ATTACHMENT B: REGIONAL METRICS CONTINUED...

Equitable Service Delivery Outcome Metrics

Metric	Data Points	Outcome Data
The scale of investments made through culturally specific service providers to measure increased capacity over time.	Amount of funding to culturally specific service providers	\$9,262,962 out of \$64,237,386 (14.4%)
	Other resources designated for culturally specific service providers	Subset of Funding to CS providers: Capacity Building - \$0 Technical Assistance - \$78,000 PSH Training - \$20,000 SH System Training - \$53,453
Rates of pay for direct service roles and distribution of pay from lowest to highest paid staff by agency to measure equitable pay and livable wages.	Rates of pay for direct services roles (contracted partners)	See Regional Goals & Outcomes narrative section
	Distribution of pay from lowest to highest paid staff by agency	
Staff diversity by race, ethnicity, sexual orientation, gender identity, disability status, and lived experience.	Diversity of contracted providers by race/ethnicity	See Regional Goals & Outcomes narrative section
	Diversity of contracted providers by sexual orientation	
	Diversity of contracted providers by gender identity	
	Diversity of contracted providers by disability status	
	Diversity of contracted providers by lived experience	

ATTACHMENT C: SHS-Funded Programs July 1, 2021 to June 30, 2023

Program Type Key		
SSO = Support Services Only SO = Street Outreach ES = Emergency Shelter	PH = Permanent Housing CE = Coordinated Entry HP = Homeless Prevention	RRH = Rapid Rehousing PSH = Permanent Supportive Housing TH = Transitional Housing

Name of Program	System of Care	Program Type	Date SHS Funding Started	Capacity	Population A/B	Contracted Provider
Anna Mann Supportive Housing Services	Adult	SSO	4/28/2023	12 apts	A	Innovative Housing Inc
Aurora	Family	SSO	2/3/2023	16 apts	A	Our Just Future
Argyle Gardens Supportive Housing Services for PSH	Adult	SSO	5/1/2023	12 apts	A	Transition Projects
Assertive Engagement Case Management	Youth	SSO	7/1/2021	20 people served	A/B	New Avenues for Youth
Outside In Barrier Mitigation Legal Services	All	SSO	7/1/2021	2,000 people served	A/B	Oregon Law Center
Breitung Building VASH Supportive Housing Services	Veteran	SSO	9/1/2021	28 apts	A	Do Good Multnomah

ATTACHMENT C: SHS-Funded Programs

July 1, 2021 to June 30, 2023

Name of Program	System of Care	Program Type	Date SHS Funding Started	Capacity	Population A/B	Contracted Provider
Community Law Division	Adult Youth Family	SSO	10/1/2021	340 people served	A/B	Metropolitan Public Defenders
Findley Commons Supportive Housing Services	Adult	SSO	9/1/2021	35 apartments	A	Do Good Multnomah
Hygiene Station	Adult	SSO	7/1/2021	6,700 showers provided	A/B	Cultivate Initiatives
Intellectual Disabilities Outreach and Screening	Adult Youth Family	SSO	2/1/2023	70 people served	A/B	Multnomah County Intellectual Disabilities Division
Move In Multnomah Landlord Incentives	Adult Family Youth DV	SSO	3/1/2023	214 households served	A/B	Beacon Village Cascadia Healthcare Cultivate Initiatives IRCO - Path Home - NARA NW New Avenues for Youth NW Pilot Project Our Just Future - Rockwood CDC SEI - Urban League of Portland Raphael House - VOA Oregon

Name of Program	System of Care	Program Type	Date SHS Funding Started	Capacity	Population A/B	Contracted Provider
Navigation Team Expansion	Adult	SSO	3/15/2022	64 people served	A	Transition Projects
Promoting Access to Hope (PATH) Addiction Services	Adult Family Youth DV	SSO	7/1/2021	75 households served	A/B	Multnomah County Behavioral Health Division
Workforce Brigade Employment Program	Adult	SSO	7/1/2021	60 employed by workforce crews	A/B	Cultivate Initiatives
Vibrant Homeless Preference Units Supportive Housing Services	Family	SSO	7/1/2021	20 apts	B	Innovative Housing Inc
Aging, Disability, and Veteran Services Mobile Intake Team	Adult Family Youth DV	SSO	11/1/2022	230 people screened for ADVSD services	A/B	Multnomah County Department of County Human Services
Housing Multnomah Now Outreach and Placement	Adult	SO	6/5/2023	15 households move from streets to housing	A	Transition Projects
Navigation Team Expansion	Adult	SO	4/21/2022	37 people served	A	Central City Concern
Street Outreach-Navigation	Adult	SO	1/1/2022	400 people served	A	Mental Health & Addiction Association of OR (MHAAO)

Name of Program	System of Care	Program Type	Date SHS Funding Started	Capacity	Population A/B	Contracted Provider
Extended Provider Network: SHS funds are passed through to Home Forward and the City of Portland. Department of County Human Services provides oversight to providers and the City of Portland Housing Bureau to distribute emergency rent assistance to prevent eviction.	Family Adults Youth	HP	2/1/2023	2,000 households served	B	African Family Holistic Health Organization, African Youth Community Organization, Black Community of Portland, Black Parent Initiative, Black Education Achievement Movement, Brown Hope, CAIRO, Cascadia Health, Division Midway Alliance, Doulas Latinas, El Programa Hispano Católico, Hacienda CDC, Haki, Historic Parkrose, IRCO, Impact Northwest, Insights NW, JOIN, Latino Network, Mt. Olivet, NARA, Northwest Pilot Project, Oasis of Praise, Oregon Chinese Coalition, Our Just Future, Outside In, Portland Community Reinvestment Initiatives, Play, Learn, Grow, Rockwood CDC, SEI Inc., Transition Projects, Urban League of Portland
Covid-19 Eviction Prevention	Adult Family	HP	4/1/2022	400 households served	B	Cascade Aids Project Home Forward - IRCO Latino Network - Multnomah County Youth and Family Services NAYA - Transition Projects - Utopia PDX
Emergency Short-Term Rent Assistance	Adult Family	HP	7/1/2021	400 households served	B	Cascadia Health IRCO JOIN Latino Network NARA Our Just Future Transition Projects Urban League of Portland

Name of Program	System of Care	Program Type	Date SHS Funding Started	Capacity	Population A/B	Contracted Provider
Homeless Prevention for College students	Adult	HP	4/1/2023	8 people served	B	College Housing NW
Promoting Access to Hope Homeless Prevention for Adults with Substance Abuse Disorders	Adult	HP	7/1/2021	10 households served	A/B	Multnomah County Behavioral Health Division
Rosemont Court Relocation and Retention	Senior	HP	3/1/2022	45 households placed in permanent housing	B	Northwest Pilot Project
Rockwood 8 Bridge Shelter	Adult	ES	2/1/2023	44 beds	A/B	All Good Northwest
Market Street Shelter	Adult	ES	4/18/2022	120 beds	A/B	All Good Northwest
Beacon Village Alternative Shelter	Adult	ES	11/1/2021	15 people served	A/B	Beacon Village
Market Street Shelter	Adult	ES	4/18/2022	120 beds	A/B	All Good Northwest
Greater New Hope Motel Shelter	Family	ES	11/19/2021	35 rooms	A/B	Community Development Corporaton Rockwood CDC
Arbor Lodge Winter Shelter	Adults	ES	11/19/2021	36 beds	A/B	Do Good Multnomah
Do Good Stark Street Shelter	Adult	ES	1/1/2021	43 rooms	A/B	Do Good Multnomah

Name of Program	System of Care	Program Type	Date SHS Funding Started	Capacity	Population A/B	Contracted Provider
Do Good Barbur Shelter	Adult	ES	10/12/2021	41 rooms	A/B	Do Good Multnomah
Do Good 82nd Street Shelter	Adult	ES	12/24/2022	45 rooms	A/B	Do Good Multnomah
Behavioral Health Resource Center Emergency Shelter	Adult	ES	5/15/2023	33 beds	A/B	Do Good Multnomah
Bridging Connections Emergency Shelter Motel Vouchers for people receiving behavioral health services	Adult	ES	7/1/2021	70 people served	A/B	New Narrative
Cultivating Community Emergency Shelter	Adult	ES	5/18/2022	25 beds	A/B	New Narrative
Parkrose Community Village	Adult	ES	9/1/2022	22 people served	A/B	WeShine Village
Placement from Shelter	Adult	RRH	11/1/2022	5 households	A/B	Beacon Village

Name of Program	System of Care	Program Type	Date SHS-Funding Started	Capacity	Population A/B	Contracted Provider
Housing Placement and Retention	Family Adult	RRH	1/1/2023	27 households placed into housing	A/B	Black Community of Portland - Northwest Pilot Project - College Housing Northwest
Shelter Diversion and Prevention	Family	RRH	3/3/2022	95 households placed into housing	A/B	All One Community Services - Our Just Future - Rockwood CDC
Placement out of Shelter	Adult	RRH	7/1/2021	237 people placed into housing	A/B	Do Good Multnomah City of Gresham Our Just Future Transition Projects Urban League
Mobile Housing Team (MHT)	Family	RRH	7/1/2022	300 households placed into housing	A/B	El Programa Hispano Católico Family Essentials (11/15/2022) IRCO - JOIN Latino Network NARA - NAYA Path Home
Outreach to Housing	Adult	RRH	7/1/2022	22 people placed into housing	A/B	JOIN
Housing Multnomah Now	Adult	RRH	6/1/2023	15 households placed into housing	A/B	Transition Projects

Name of Program	System of Care	Program Type	Date SHS Funding Started	Capacity	Population A/B	Contracted Provider
HUD CoC Transitional and Rapid Rehousing Program Match	DV	RRH	10/1/2022	15 households placed into housing	A/B	YWCA
Cathedral Village	Family	PSH	11/1/2022	8 apts	A	Catholic Charities
Cascade Aids Project RLRA	Adult	PSH	6/1/2023	30 vouchers	A	Cascade Aids Project
Assertive Community Treatment (ACT) and Intensive Community Treatment (ICM) RLRA	Adult Youth	PSH	9/1/2021	125 vouchers	A	Cascadia Health Central City Concern Lifeworks NW NARA New Narrative Outside In Telecare
Las Adelitas	Adult Family	PSH	2/1/2023	18 apts	A	Cascadia Health
The Henry Building RLRA	Adult	PSH	9/1/2021	15 apts	A	Central City Concern
Cedar Commons	Adult	PSH	7/6/2021	40 apts	A	Central City Concern

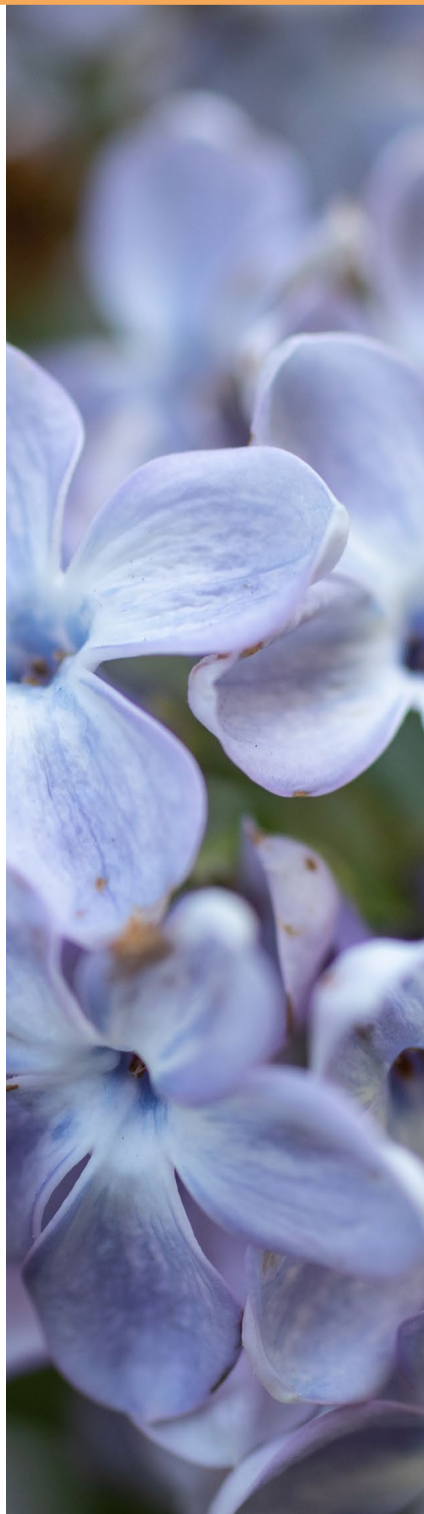
Name of Program	System of Care	Program Type	Date SHS Funding Started	Capacity	Population A/B	Contracted Provider
Crescent Court	Adult	PSH	4/1/2022	7 apts	A	Central City Concern
The Starlight	Adult	PSH	12/1/2022	70 apts	A	Central City Concern NARA
Findley Commons RLRA	Adult	PSH	10/10/2021	35 apts	A	Do Good Multnomah
The Ellington	Family	PSH	11/1/2022	20 apts	A	El Programa Hispano Católico - IRCO
Argyle Gardens	Adult	PSH	5/1/2023	12 apts	A	Department of Community Justice
IRCO RLRA	Adult	PSH	5/1/2023	30 vouchers	A	IRCO
Elder PSH RLRA	Adult	PSH	1/1/2022	100 vouchers	A	NARA Northwest Pilot Project
Hayu Tilixam	Family	PSH	11/1/2022	9 apts	A	NARA
Nesika Illahee	Adult	PSH	7/1/2021	25 apts	A	NARA
Youth PSH	Youth	PSH	1/1/2022	30 vouchers	A	New Avenues for Youth

Name of Program	System of Care	Program Type	Date SHS Funding Started	Capacity	Population A/B	Contracted Provider
Placement out of Shelter RLRA	Adult	PSH	10/17/2022	100 vouchers	A	New Narrative
Douglas Fir RLRA	Adult	PSH	4/1/2023	15 apts	A	New Narrative
Emmons Place	Adult	PSH	1/15/2023	48 apts	A	Northwest Pilot Project
Bridges to Housing at Arbor Glen	Family	PSH	7/1/2021	5 beds	A	Our Just Future
Renaissance Commons RLRA	Adult	PSH	7/1/2021	30 apts	A	Urban League of Portland
Umoja Timu Project	Adult	PSH	1/1/2022	30 vouchers	A	Urban League of Portland
Emergency Housing Voucher (EHV)	Adult Family Youth DV	PH	1/5/2022	300 EHV vouchers receiving retention services via 10 retention workers funded by SHS	A/B	Cascadia Health Do Good Multnomah JOIN - NARA NW Urban League PDX IRCO - SEI Our Just Future - Path Home New Avenues for Youth Outside In

Name of Program	System of Care	Program Type	Date SHS Funding Started	Capacity	Population A/B	Contracted Provider
Homeless Preference Units	Family	PH	3/1/2023	20 apartments	A/B	Family Essentials
Fostering Youth to Independence	Youth	PH	2/1/2022	75 vouchers	A/B	New Avenues for Youth
Domestic and Sexual Violence Mainstream Voucher	DV	PH	12/13/2022	1 voucher	A/B	YWCA
Karibu Stabilization Treatment Preparation	Adults	TH	3/1/2023	14 beds	A/B	Central City Concern
River Haven	Adults	TH	9/15/2022	30 beds	A/B	Central City Concern
Family System Housing Navigator	Family	CE	7/1/2022	120 households served	A/B	El Programa Hispano Católico SEI
Culturally Specific CHAT Collaborative Coordinated Housing Access Team (CHAT)	Adult	CE	7/2/2022	156 housing assessments completed (VI-SPDATs)	A/B	Urban League of Portland
Domestic and Sexual Violence Coordination Office Case Manager	DV	CE	1/1/2023	200 screenings completed for services	A/B	Multnomah County Domestic and Sexual Violence Coordination Office



Attachment D: SHS Contracted Providers July 1, 2022 - June 30, 2023		
211INFO INC	Short-term Housing Assistance	255,693
	System Development and Capacity Building	11,052
	Total	266,745
4TH DIMENSION RECOVERY CENTER THE <i>Culturally specific programming</i>	System Development and Capacity Building	39,000
	Total	39,000
ALL GOOD NORTHWEST <i>Culturally specific programming</i>	Shelter, Outreach and Safety on/off the Street	4,124,319
	System Development and Capacity Building	299,602
	Total	4,423,921
ALLONE COMMUNITY SERVICES	Shelter, Outreach and Safety on/off the Street	10,931
	Short-term Housing Assistance	61,320
	System Development and Capacity Building	20,090
	Total	92,341
BEACON VILLAGE	Shelter, Outreach and Safety on/off the Street	583,024
	Short-term Housing Assistance	4,903
	System Development and Capacity Building	138,894
	Total	726,821
CASCADE AIDS PROJECT	Permanent Supportive Housing Services	36,529
	Total	36,529
CASCADIA HEALTH	Permanent Supportive Housing Services	353,634
	Short-term Housing Assistance	53,489
	Total	407,123
CATHOLIC CHARITIES	Permanent Supportive Housing Services	83,297
	Total	83,297
CENTRAL CITY CONCERN <i>Culturally specific programming</i>	Other Supportive Services	738,609
	Permanent Supportive Housing Services	2,484,329
	Total	3,222,938
COMMUNITY DEVELOPMENT CORPORATION	Shelter, Outreach and Safety on/off the Street	1,035,000
	Short-term Housing Assistance	750,000
	Total	1,785,000



COMMUNITY PARTNERS FOR AFFORDABLE HOUSING	Permanent Supportive Housing Services	87,155
	Total	87,155
CULTIVATE INITIATIVES	Other Supportive Services	1,776,222
	Permanent Supportive Housing Services	82,715
	Short-term Housing Assistance	766,827
	System Development and Capacity Building	799,702
	Total	3,425,466
DO GOOD MULTNOMAH	Permanent Supportive Housing Services	1,200,833
	Shelter, Outreach and Safety on/off the Street	7,461,614
	Short-term Housing Assistance	1,692,235
	System Development and Capacity Building	39,000
	Total	10,393,682
EL PROGRAMA HISPANO CATOLICO <i>Culturally specific organization</i>	Other Supportive Services	8,444
	Short-term Housing Assistance	225,159
	Total	233,603
FAMILY ESSENTIALS LLC	Short-term Housing Assistance	62,727
	Total	62,727
GRESHAM CITY OF	Short-term Housing Assistance	56,675
	Total	56,675
HOME FORWARD <i>Culturally specific programming</i>	Permanent Supportive Housing Services	4,087,249
	Short-term Housing Assistance	11,415,243
	Total	15,502,492
HOUSING NORTHWEST INC	Short-term Housing Assistance	64,060
	Total	64,060
OUR JUST FUTURE <i>Formerly Human Solutions Inc</i>	Permanent Supportive Housing Services	220,813
	Short-term Housing Assistance	1,580,332
	System Development and Capacity Building	39,000
	Total	1,840,145
INNOVATIVE HOUSING INC	Permanent Supportive Housing Services	179,588
	System Development and Capacity Building	39,000
	Total	218,588



IRCO <i>Culturally specific organization</i>	Permanent Supportive Housing Services	27,516
	Short-term Housing Assistance	2,552,717
	System Support, Planning, & Coordination	150
	Total	2,580,383
JANUS YOUTH PROGRAMS	System Development and Capacity Building	25,660
	Total	25,660
JOIN	Permanent Supportive Housing Services	5,969
	Short-term Housing Assistance	980,775
	Total	986,744
LATINO NETWORK <i>Culturally specific organization</i>	Short-term Housing Assistance	186,239
	Total	186,239
MENTAL HEALTH ASSOCIATION OF OREGON	Other Supportive Services	357,728
	System Development and Capacity Building	158,957
	Total	516,685
METROPOLITAN PUBLIC DEFENDER SVCS INC	Other Supportive Services	490,889
	System Development and Capacity Building	39,000
	Total	529,889
NATIVE AMERICAN REHABILITATION ASSN OF THE NORTHWEST INC <i>Culturally specific organization</i>	Other Supportive Services	32,158
	Permanent Supportive Housing Services	844,683
	Short-term Housing Assistance	149,277
	Total	1,026,118
NATIVE AMERICAN YOUTH & FAMILY CENTER <i>Culturally specific organization</i>	Short-term Housing Assistance	123,540
	System Development and Capacity Building	59,000
	Total	182,540
NEW AVENUES FOR YOUTH INC	Permanent Supportive Housing Services	411,637
	Short-term Housing Assistance	712,945
	System Development and Capacity Building	69,000
	Total	1,193,582
NEW NARRATIVE	Permanent Supportive Housing Services	1,315,143
	Shelter, Outreach and Safety on/off the Street	1,157,404
	System Development and Capacity Building	166,132
	Total	2,638,679



NORTHWEST PILOT PROJECT INC	Permanent Supportive Housing Services	1,257,218
	Short-term Housing Assistance	273,799
	System Development and Capacity Building	39,000
	Total	1,570,017
OREGON LAW CENTER	Other Supportive Services	317,456
	Total	317,456
OUTSIDE IN	Permanent Supportive Housing Services	23,511
	Short-term Housing Assistance	254,512
	Total	278,023
OUTSIDE THE FRAME	Other Supportive Services	389,317
	Short-term Housing Assistance	42,000
	System Development and Capacity Building	50,000
	Total	481,317
PATH HOME <i>Formerly Portland Homeless Family Solutions</i>	Permanent Supportive Housing Services	4,660
	Short-term Housing Assistance	815,690
	System Development and Capacity Building	39,000
	Total	859,350
PORTLAND STATE UNIVERSITY	System Support, Planning, & Coordination	9,075
	Total	9,075
PORTLAND STREET MEDICINE	System Development and Capacity Building	39,780
	Total	39,780
RADIO CAB COMPANY	Permanent Supportive Housing Services	219
	Total	219
RAHABS SISTERS	Short-term Housing Assistance	63,190
	Total	63,190
RAPHAEL HOUSE OF PORTLAND <i>Culturally specific programming</i>	Shelter, Outreach and Safety on/off the Street	49,000
	Short-term Housing Assistance	207,335
	Total	256,335
SALVATION ARMY THE	Short-term Housing Assistance	17,340
	Total	17,340



SELF ENHANCEMENT INC <i>Culturally specific programming</i>	Short-term Housing Assistance	526,526
	Total	526,526
STREET ROOTS	Administrative Costs: Other	3,355
	Other Supportive Services	63,081
	Total	66,436
TELECARE MENTAL HEALTH SERVICES OF OREGON INC	Permanent Supportive Housing Services	8,017
	Total	8,017
TRANSITION PROJECTS INC	Other Supportive Services	220,631
	Permanent Supportive Housing Services	312,456
	Shelter, Outreach and Safety on/off the Street	1,346,791
	Short-term Housing Assistance	1,605,051
	System Development and Capacity Building	26,923
	Total	3,511,853
TRASH FOR PEACE	Other Supportive Services	290,326
	System Development and Capacity Building	68,050
	Total	358,376
URBAN LEAGUE OF PORTLAND <i>Culturally specific organization</i>	Other Supportive Services	297,398
	Permanent Supportive Housing Services	698,015
	Shelter, Outreach and Safety on/off the Street	373,294
	Short-term Housing Assistance	1,035,988
	System Development and Capacity Building	19,000
	Total	2,423,695
VOLUNTEERS OF AMERICA INC	Short-term Housing Assistance	230,342
	Total	230,342
WESHINE INITIATIVE INC	Shelter, Outreach and Safety on/off the Street	714,811
	System Development and Capacity Building	271,738
	Total	986,549
YWCA	Permanent Supportive Housing Services	8,759
	Short-term Housing Assistance	146,978
	Total	155,737
Grand Total		64,994,461



SHS-FUNDED PROJECTS

A selection of featured SHS projects.

ARGYLE GARDENS

12 apartments

**Supportive
Services &
Rent Assistance**





EMMONS PLACE

48 apartments

**Rent Assistance
& Supportive
Services
for Seniors**

LAS ADELITAS

18 apartments

**Rent Assistance
& Supportive
Services for
Adults & Families**





NESIKA ILLAHEE

25 apartments

**Rent Assistance
& Supportive
Services**

THE ANNA MANN

12 apartments

**Supportive
Services
for Adults**





DOUGLAS FIR

15 apartments

***Rent Assistance
& Supportive
Services for
Adults***

RIVER HAVEN

30 beds

***Transitional
Housing for
People in
Recovery for
Substance Abuse***





THE STARLIGHT

70 apartments

***Rent Assistance
& Supportive
Services
for Adults***



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Financial Report (by Program Category) COMPLETE THE SECTION BELOW EVERY QUARTER. UPDATE AS NEEDED FOR THE ANNUAL REPORT.

	Annual Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals (As of 8/11/2023)	Total YTD Actuals	Variance Under / (Over)	% of Budget	Comments	
Metro SHS Resources										
Beginning Fund Balance	44,918,800	61,720,728	-	-	-	61,720,728	(16,801,928)	137%	Counties will provide details and context on any unbudgeted amounts in Beginning Fund Balance in the narrative of their report, including the current Actuals tax receipts (cash basis): \$86m - Metro Forecast \$68.4m County FY22 Budget \$52,129,500 Metro adjusted FY22 forecast mid year from \$52.1m to \$68.4m mid year. The difference was budgeted in Multnomah County accounting procedure is to accrue 60 days of tax receipts for the quarter ended June	
FY22 Revenues exceeding Forecast		17,623,588				17,623,588				
Diff FY22 Actual vs Budgeted Exp		15,740,260				15,740,260				
Prior Year Collections Budgeted in FY23		16,318,800				16,318,800				
July-August 22 collections recorded in FY22		11,766,772				11,766,772				
Interest Earnings and Other Misc Revenues		271,307				271,307				
Metro SHS Program Funds	90,803,734	6,182,934	20,991,484	31,158,434	79,184,426	137,517,280	(46,713,546)	151%		
Interest Earnings	-	328,102	790,409	1,029,020	1,331,089	3,478,620	(3,478,620)	N/A		
Other Misc Revenues	-	-	-	108,650	-	108,650	(108,650)	N/A		
Total Metro SHS Resources	135,722,534	68,231,764	21,781,894	32,296,104	80,515,515	202,825,278	(67,102,744)	149%		
Metro SHS Requirements										
Program Costs										
Activity Costs		Q1	Q2	Q3	Q4					
Shelter, Outreach and Safety on/off the Street (emergency shelter, outreach services and supplies, hygiene programs)	27,293,613	3,849,926	4,863,453	6,067,204	8,140,285	22,920,867	4,372,746	84%	Service Provider Administrative Costs are reported as part of Program Costs above. Counties will provide details and context for Service Provider Administrative Costs within Administrative Costs for long-term rent assistance equals 5% of Partner's YTD expenses on long-term rent assistance. Administrative Costs for Other Program Costs equals 2% of total YTD Other	
Short-term Housing Assistance (rent assistance and services, e.g. rapid rehousing, short-term rent assistance, housing retention)	42,557,898	1,770,846	4,045,671	4,004,597	19,355,079	29,176,193	13,381,705	69%		
Permanent supportive housing services (wrap-around services for PSH)	33,348,047	1,141,061	1,975,540	3,333,453	8,539,982	14,990,035	18,358,012	45%		
Long-term Rent Assistance (RLRA, the rent assistance portion of PSH)	3,723,130	292,432	569,118	793,795	1,083,905	2,739,250	983,880	74%		
Other supportive services (employment, benefits)	6,264,815	698,454	820,298	1,510,802	2,762,612	5,792,167	472,648	92%		
System Development and Capacity Building	4,917,662	117,019	111,557	1,296,115	1,606,288	3,130,979	1,786,683	64%		
System Support, Planning & Coordination	1,648,542	238,081	245,531	550,842	640,163	1,674,617	(26,075)	102%		
Subtotal Activity Costs	119,753,707	8,107,819	12,631,167	17,556,807	42,128,314	80,424,108	39,329,599	67%		
Administrative Costs ⁽¹⁾										
County Admin: Long-term Rent Assistance	258,960	16,864	67,456	50,901		135,221	123,739	52%		
County Admin: Other	3,907,452	515,336	488,108	427,807	476,513	1,907,764	1,999,688	49%		
Subtotal Administrative Costs	4,166,412	532,200	555,564	478,707	476,513	2,042,985	2,123,427	49%		
Other Costs										
Debt Service	-	-	-	-	-	-	-	N/A	Regional Strategy Implementation Fund equals 0.11% of Partner's total YTD expenses.	
Regional Strategy Implementation Fund ⁽²⁾	3,422,415	-	35,512	35,123	38,714	109,349	3,313,066	3%		
Subtotal Other Costs	3,422,415	-	35,512	35,123	38,714	109,349	3,313,066	3%		
Total Program Costs	127,342,534	8,640,019	13,222,244	18,070,637	42,643,542	82,576,442	44,766,092	65%		
Contingency and Stabilization Reserve										
Contingency ⁽³⁾	8,380,000		12,380,000	(4,000,000)		8,380,000	-	100%	Contingency equals 7% of Partner's total YTD expenses. \$12.3 million was moved to contingency in Q2 while the Board determined the appropriate programming. In late March, there was a budget action to appropriate \$4,000,000 from FY23 Contingency to Program Budget. Stabilization Reserve equals 5% of Partner's total YTD expenses.	
Stabilization Reserve ⁽⁴⁾	-	5,000,000	-	-		5,000,000	(5,000,000)	N/A		
Subtotal Contingency and Stabilization Reserve	8,380,000	5,000,000	12,380,000	(4,000,000)	-	13,380,000	(5,000,000)	160%		
Total Metro SHS Requirements	135,722,534	13,640,019	25,602,244	14,070,637	42,643,542	95,956,442	39,766,092	71%		
Ending Fund Balance	-	54,591,745	(3,820,350)	18,225,467	37,871,974	106,868,835	(106,868,835)	N/A		
FYE 22 Fund Balance budgeted for use in FY23		28,085,572							This includes \$16.3m+\$11.7m reflected in cell D16 and D17	
Available One-Time Only Fund Balance		28,635,155								
FY23 Activity (Revenue - Expense)		(2,128,983)	8,559,650	14,225,467						
⁽¹⁾ Per IGA Section 3.4.2 ADMINISTRATIVE COSTS, Metro recommends, but does not require, that in a given Fiscal Year Administrative Costs for SHS should not exceed 5% of annual Program Funds allocated to Partner; and that Administrative Costs for administering long-term rent assistance programs should not exceed 10% of annual Program Funds allocated by Partner for long-term rent assistance.										
⁽²⁾ Per IGA Section 8.3.3 REGIONAL STRATEGY IMPLEMENTATION FUND, each County must contribute not less than 5% of its share of Program Funds each Fiscal Year to a Regional Strategy Implementation Fund to achieve regional investment strategies.										
⁽³⁾ Per IGA Section 5.5.4 CONTINGENCY, partner may establish a contingency account in addition to a Stabilization Reserve. The contingency account will not exceed 5% of Budgeted Program Funds in a given Fiscal Year.										
⁽⁴⁾ Per IGA Section 5.5.3 PARTNER STABILIZATION RESERVE, partner will establish and hold a Stabilization Reserve to protect against financial instability within the SHS program with a target minimum reserve level will be equal to 10% of Partner's Budgeted Program Funds in a given Fiscal Year. The Stabilization Reserve for each County will be fully funded within the first three years.										

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Ramp-Up/Spend-Down Plan - IGA 5.5.2.1) INCLUDE THIS SECTION EVERY QUARTER AND IN THE ANNUAL REPORT.

	Expected % of Budget Spent per Quarter	Actual % Spent ⁽¹⁾	Variance	Comments
Quarter 1	10%	7%	3%	<p>Explain any material deviations from the Spend-Down Plan, or any changes that were made to the initial Spend-Down Plan. ⁽²⁾</p>
Quarter 2	30%	10%	20%	
Quarter 3	30%	14%	16%	
Quarter 4	30%	33%	-3%	
Total	100%	65%	35%	

⁽¹⁾ For the purpose of comparing "Actual % Spent," Partner should utilize the "% of Budget" figure from the "Total Program Costs" row in the above Financial Report (i.e. excluding Contingency and Ending Fund Balance), as indicated in the formula.

⁽²⁾ A "material deviation" arises when the Program Funds spent in a given Fiscal Year cannot be reconciled against the spend-down plan to the degree that no reasonable person would conclude that Partner's spending was guided by or in conformance with the applicable spend-down plan.