THE PORTLAND, GRESHAM/MULTNOMAH COUNTY CONTINUUM OF CARE

2023-2024 ACTION PLANNING



The following Action Plan was approved by the Continuum of Care Board on June 15, 2023. This is a living and responsive document. Some elements of this document are subject to change based on community need and strategic planning.

A Roadmap for Action: OR-501 Continuum of Care's Comprehensive Plan to Address Homelessness and Related Issues

This action plan is intended to be a living document, updated frequently to reflect the evolving needs and priorities of the Continuum of Care (CoC) and the communities it serves. The plan was completed between January and June 2023, with extensive input and collaboration from the CoC Board. With the goal to provide a clear and actionable roadmap for implementing the recommendations outlined in the CoC's strategic goals, with a particular focus on addressing homelessness and related issues. The plan includes specific steps and timelines for achieving each of the strategic goals, as well as measurable indicators of progress.

The development of this action plan was a collaborative effort, involving input from a broad range of stakeholders, including members of the CoC Board, service providers, community advocates, and people with lived experience of homelessness. The plan reflects the diverse perspectives and priorities of these stakeholders and seeks to incorporate their feedback and ideas.

One of the key principles guiding the development of this action plan was the recognition that it is a living document that will require ongoing updates and revisions as new issues and challenges arise. To this end, the plan includes a mechanism for regular review and revision, with a designated committee responsible for monitoring progress and making updates as needed.

Another important principle guiding the development of this action plan was the need for transparency and accountability. The plan includes specific mechanisms for tracking progress and reporting on outcomes, as well as opportunities for public input and feedback.

Overall, this action plan represents a critical step forward in the CoC's efforts to address homelessness and related issues in a comprehensive and collaborative manner. It reflects the commitment and dedication of the CoC Board and its partners to working together to create a more just and equitable community for all.

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I. SCOPE AND GOVERNANCE

IDENTIFIED RECOMMENDATIONS

Develop framework for how CoC board can and should advocate/make recommendations for homeless policy beyond CoC funding, identifying specific bottlenecks in the poverty infrastructure as it relates to housing and homelessness

Develop positions on issues and strategies, even if those issues or strategies are outside the control of the CoC board

STRATEGY 1.1: Developing Guiding Principles for the CoC Board's Voice to the Community

HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?

- > COC BOARD IS VIEWED AS A VOICE, BUT NOT THE VOICE ON THE ISSUE OF HOMELESSNESS
- AGREE UPON GUIDING PRINCIPLES AROUND THE COC BOARD'S BREADTH AND LIMITATIONS SURROUNDING THE ISSUE OF HOMELESSNESS, AS WELL AS MECHANISMS BY WHICH THE COC BOARD MAY OR MAY NOT VOICE THESE PRINCIPLES IN THE COMMUNITY.

Action Steps	Responsible Parties	Timeline	Supporting Resources
1a. Agree upon Guiding Principles around the CoC Board's breadth and limitations surrounding the issue of homelessness, as well as mechanisms by which the CoC Board may or may not voice these principles in the community.	Lead: CoC Board		
Issue : While individual CoC members may disagree on the extent to which the CoC Board can participate in public discussions of the issue of homelessness that fall outside the scope of its authority, developing a strong set of shared principles to guide the Board's actions can help promote effective action.	Partners:		
Possible Solutions : Develop and agree upon guiding principles as the foundational element of the CoC board. Possible areas could include:			
 Evidence-Based Policy: The committee should prioritize evidence-based approaches to addressing homelessness, using data and research to inform policy recommendations. The CoC Board will formulate policies and provide feedback regarding the collaboration between the Board and the Jurisdictional Ex-Officio members. Developing a Separate Space for Advocacy: Given the limited bandwidth of the CoC board, issues requiring advocacy positions should be identified by the board but discussed and developed in an ad-hoc workgroup, returning to the CoC Board if necessary. Transparency and Accountability: The committee should be transparent about its decision-making processes and be accountable to the CoC Board for its actions and 			

i	exibility and Adaptability: The committee should be flexible and adaptable in its oproach to addressing homelessness, recognizing that new issues and challenges may ise that require new approaches.
,	clusivity and Diversity: The committee should strive to be inclusive and diverse, elcoming and valuing input from all members of the CoC Board and representing the versity of perspectives and experiences within the communities served by the CoC

STRATEGY 1.2: Understand factors contributing to homelessness in the community and impediments to achieving solutions for individuals and families experiencing homelessness

HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?

- THE BOARD MEMBERS EXPRESS THEIR SATISFACTION WITH THE IDENTIFICATION OF KEY CONTRIBUTING FACTORS AND IMPEDIMENTS IN OUR COMMUNITY.
- > THE BOARD UTILIZES THE KNOWLEDGE OF CONTRIBUTING FACTORS AND IMPEDIMENTS IN ITS PLANNING PROCESS

Action Steps	Responsible Parties	Timeline	Supporting Resources
1a. Community Poverty Infrastructure Workplan: Collaborative Conversations and Action Planning Sessions	Lead:		Liberating Structures
Issue : Our CoC is confronted with various challenges in addressing barriers in our community's poverty infrastructure. These include a lack of low-income housing, limited funding for support services, insufficient mental health resources, and fragmented service delivery. As a result, individuals experiencing poverty and homelessness may struggle to access necessary resources and services, exacerbating their situations.	Partners:		
Possible Solutions : Host an open, in-person CoC Board event to understand and emphasize the importance of identifying challenges to accessing in our community's poverty infrastructure and how the CoC Board can contribute to recommendations and improvements through policy and advocacy priorities. Attempt to visualize or document these barriers, so they can be better reflected in the work of the board after the event.			
See Attachment A for an example workplan for this strategy			

II. LEARNING AND FUTURE PLANNING

IDENTIFIED RECOMMENDATIONS

Utilize 'big picture' policies and programs across funding sources to guide best utilization of CoC resources – frame the CoC work in the context of the broader work on homelessness and low-income housing

Conduct a comprehensive equity analysis to identify gaps in housing/services – review who's served by the system of care, which organizations are providing housing/services, and the geographic availability of housing/services

STRATEGY 2.1: Gain comprehensive understanding of funding streams across Multnomah County and how they contribute to homeless services in the region

HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?

- > INCREASED UNDERSTANDING ON LOCAL FUNDING STREAMS
- > DEVELOPMENT OF PRIORITIES AND STRATEGIES FOR BEST USE OF COC FUNDS IN THE COMMUNITY

Action Steps	Responsible Parties	Timeline	Supporting Resources
Seeing the Big Picture on Homeless Funding	Lead:		
Issue : The increased segmentation of homelessness funding has not only created challenges in understanding the big picture of overall funding, but it has also resulted in difficulties in coordinating and maximizing the impact of the available resources. This can lead to inefficiencies, duplication of services, and gaps in coverage for certain populations. In addition, the limitations and requirements of each funding source can create barriers to providing comprehensive and effective services to those experiencing homelessness. Addressing these challenges requires a collaborative effort to streamline and coordinate funding, as well as to identify and address any limitations or barriers to accessing resources.	Partners:		
Possible Solutions:			
1. JOHS will provide and in-depth training on the various sources of funds that contribute to homeless services in the community. The training will include information about the various policy and population priorities of different funding streams, restrictions and limitations of different funding streams, and strategies taken by other communities with similar funding constellations.			
2. JOHS will work with the CoC Board to integrate discussions throughout the year on how to leverage existing resources and partnerships to maximize the impact of CoC funding. This will involve identifying gaps in the current approach and exploring potential solutions to overcome these challenges. JOHS will also collaborate with the CoC Board to frame the CoC's work in the context of the broader efforts to address homelessness and low-income housing in Portland, emphasizing the interconnectedness of these issues and the need for coordinated action. Through these efforts, JOHS and the CoC Board aim to foster a more comprehensive and integrated approach to addressing homelessness in the Portland area, with a focus on equity, collaboration, and maximizing the impact of existing resources.			

STRATEGY 2.2: Understanding and incorporating current equity and gaps analyses into decision making

HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?

- UNDERSTANDING OF CURRENT AND ONGOING EQUITY ANALYSIS
- > OPERATIONALIZING FRAMEWORK FOR INCORPORATING EXISTING EQUITY ANALYSIS INTO BOARD DECISION MAKING

Action Steps	Responsible Parties	Timeline	Supporting Resources
Issue : In Portland, BIPOC and LGBTQIA2S+ individuals face disproportionate rates of homelessness due to systemic issues such as racism, discrimination, and economic inequality. There is a lot of local work being done to evaluate and address these inequalities and disproportionate rates of homelessness in the Multnomah. The CoC board, however, does not have a clear picture of what equity analyses are underway or their methodologies. The Board also lacks the operationalization of frameworks for incorporating current equity analyses into decision-making.	Lead: Partners:		
Possible Solutions:			
 JOHS will work with the CoC Board to form a greater understanding around current equity and gap analysis practices including training and presentations by JOHS Data Team and Equity Team. Information will include current data collection and analysis processes, JOHS budgeting processes and the service provision and utilization analyses that are part of that process, and future steps that will be taken to address disproportionality in homelessness. The CoC Board will use this information to create and operationalize a framework by why existing and ongoing equity analyses are incorporated into CoC Board decision making and funding priorities. This will involve identifying gaps in the current approach and exploring potential solutions to overcome these challenges. This will also involve recognizing when deeper community engagement or involvement is needed to make a decision. 			

III. OPERATIONS

IDENTIFIED RECOMMENDATIONS

Increase emphasis on project performance through the annual competition, including by increasing accountability, identifying areas for improvement, and providing assistance

Prioritize focus of new CoC funding opportunities to respond to BIPOC and LGBTQIA2S+ that are disproportionately impacted by homelessness

STRATEGY 3.1: Develop and track CoC project performance measures to evaluate the effectiveness of our entire system of care and how its components impact overall system performance. Performance measurement will help us understand how our system functions, what works, what doesn't work, and the gaps and challenges.

HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?

- > IMPROVEMENT ON HUD SYSTEM LEVEL PERFORMANCE MEASURES
- ▶ IMPROVEMENT OF OUTCOMES BY PROJECTS IDENTIFIED AS NEEDING ASSISTANCE

Action Steps	Responsible Parties	Timeline	Supporting Resources
2a. Developing Vision and Process for Project Performance	Lead:		
(1) Select an individual, ad-hoc committee, standing committee, or CoC Board member to lead these efforts. (2) Narrow the focus of this effort by: (a) Developing a clear definition of project performance. (b) Determining, at a high level, how we will measure progress and success. (c) Determining how we can align this high-level vision with HUD expectations and other efforts ongoing in the community and other funding stream. (d) Factor in participants possibly having alternate definitions of succuss (e) Determining how equity considerations will be built into evaluation	Partners:		
2b. Vision Statement and Board Approval	Lead:		How to Write a Vision
Develop a vision statement for this work focusing on the impact we are hoping to achieve. Provide a clear set of tasks, expected outcomes, and due dates to return to the CoC Board for approval.	Partners:		<u>Statement</u>
2c. Develop and Implement Performance Evaluation Tool	Lead:		
Review current renewal project performance measures used in rating and ranking along with historical changes from previous iterations of the CoC Board. Explore how other communities have tracked and monitored CoC performance as well as reallocated funding from "poor performing". Explore full range of existing data and performance measurement resources. Make changes to scoring and renewal project application criteria. Joint Office staff analyze project performance data and/or score applicants, based on criteria established by CAC. Projects are scored and ranked.	Partners:		
2d. Use the Results to Impact System Performance	Lead:		
Develop a plan for improving project performance. This could include providing additional training to grantees, developing new tools and resources, or changing the way that projects are funded. In the vision statement include what will be done w/ these scoring results (using examples from other communities).	Partners:		

As part of this work Develop a comprehensive plan for enhancing system performance, with a particular emphasis on addressing the CoC's system performance score from HUD. This score from HUD has been consistently lower compared to other criteria, and it is crucial to address the contributing factors and improve upon the identified deficiencies.			
 Implement the plan for improving project performance. This will require working with grantees, staff, and other stakeholders. 			
 Place a special focus on the system performance scoring criteria within the Identified Recommendations. Acknowledge the significance of this aspect and incorporate strategies aimed at gaining a deeper understanding of the reasons for falling short and implementing measures to overcome the challenges. 			
3. Monitor the progress of the plan and adjust as needed.			
STRATEGY 3.2: Develop strategy to prioritize funding for BIPOC and LGBTQIA2S+ of communities that are disproportionately impacted by homelessness in our region		fic organizati	ons to support
HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY? PRIORITIZING FUNDING FOR ORGANIZATIONS AND PROGRAMS THAT SERVE BIPOC	CAND LGBTQIA2	S+ INDIVIDUAI	S AND ENSURING THAT
HOUSING AND SERVICES ARE ACCESSIBLE AND WELCOMING TO ALL.			
HOUSING AND SERVICES ARE ACCESSIBLE AND WELCOMING TO ALL. Action Steps	Responsible Parties	Timeline	Supporting Resources
	Parties ystemic issues such 2S+ individuals ofter resented among the ulations. This include	as racism, discrin face conflict fro homeless popul es prioritizing fun	nination, and economic m family members and ation. To address these issues,
Action Steps Issue: In Portland, BIPOC and LGBTQIA2S+ individuals face disproportionate rates of homelessness due to sy inequality. BIPOC individuals experience higher rates of poverty and housing discrimination, while LGBTQIA2 discrimination in employment and housing. Transgender individuals are particularly vulnerable and overrepr equity and anti-discrimination efforts are needed, along with targeted resources and services for these popular	Parties ystemic issues such 2S+ individuals ofter resented among the ulations. This include	as racism, discrin face conflict fro homeless popul es prioritizing fun	nination, and economic m family members and ation. To address these issues,
Action Steps Issue: In Portland, BIPOC and LGBTQIA2S+ individuals face disproportionate rates of homelessness due to sy inequality. BIPOC individuals experience higher rates of poverty and housing discrimination, while LGBTQIA2 discrimination in employment and housing. Transgender individuals are particularly vulnerable and overrepr equity and anti-discrimination efforts are needed, along with targeted resources and services for these popu programs that serve BIPOC and LGBTQIA2S+ individuals and ensuring that housing and services are accessib	Parties ystemic issues such 2S+ individuals ofter resented among the ulations. This include le and welcoming to	as racism, discrin face conflict fro homeless popul es prioritizing fun	nination, and economic m family members and ation. To address these issues,

Consider: How are these populations served in general? How are other funding streams prioritizing these populations and how effective are those efforts? Reviewing current data about how well current projects are prioritizing these populations. What are the opportunities and limits of prioritizing CoC-funded services to particular populations and what are the limitations?		
2c. Develop Vision and Process for CoC Board Approval		
Define success: What does it look like to prioritize BIPOC and LGBTQIA2S+ populations? Develop a vision statement for this work focusing on the impact we are hoping to achieve. Provide a clear set of tasks, expected outcome, and due date to return to the CoC Board for approval.		
2d. Plan Development		
Develop a plan for prioritizing new funding for specific populations and structural challenges (e.g. strategies for supporting smaller/culturally specific organizations; community engagement work; advocating for alternative funding sources when CoC funds can't effectively serve specific communities)		
2e. Implementation and Evaluation		
Implement the plan for funding prioritization and supporting new organizations. This will require working with grantees, staff, and other stakeholders. Monitor the progress of the plan and adjust as needed.		