



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

# Agenda

**Meeting:** Supportive Housing Services Oversight Committee Meeting 8  
**Date:** Monday, July 26, 2021  
**Time:** 9 a.m. to 11:30 a.m.  
**Place:** Virtual meeting (Zoom link)  
**Purpose:** Provide supportive housing services program implementation and tax collection updates. Learn about the current work of the affordable housing bond oversight committee and discuss opportunities for intersections between the two programs.  
**Outcome(s):** Increased understanding of tax collection and budget considerations for year 1 regional investments. Identify opportunities for SHS and affordable housing bond integration.

---

9 a.m. Welcome and Committee Housekeeping  
9:15 a.m. Conflict of Interest Declaration  
9:20 a.m. Public Comment  
9:25 a.m. Staff update and Report back  
9:40 a.m. Q & A: Tax Collection and Costs  
9:55 a.m. Break  
10:00 a.m. Presentation: Year 1 Regional Investments & Multnomah County SHS Budget  
11:15 a.m. Integration with Housing bond program  
11:25 a.m. Next Steps  
11:30 a.m. Adjourn



600 NE Grand Ave.  
Portland, OR 97232-2736

# Meeting minutes

Meeting: Metro Supportive Housing Services Oversight Committee  
Date/time: Monday, June 28, 9 AM – 11:30 AM  
Place: [Virtual meeting](#) (Zoom)  
Purpose: Provide opportunities for an auditor report, staff updates and an overview on data.

---

## Member attendees

Co-chair Susan Emmons, Dan Fowler, Armando Jimenez, Jenny Lee, Carter MacNichol, Felicitia Monteblanco, Jeremiah Rigsby, Roserria Roberts, Dr. Mandrill Taylor, Co-chair Kathy Wai

## Absent members

Gabby Bates, Heather Brown, Ellen Johnson, Seth Lyon, Jahed Sukhun, City of Portland  
Commissioner Dan Ryan

## Elected delegates

Multnomah County Commissioner Susheela Jayapal, Washington County Chair Kathryn Harrington,  
Clackamas County Commissioner Sonya Fischer, Metro Councilor Christine Lewis

## Metro

Craig Beebe, Ash Elverfeld, Pilar Karlin, Patricia Rojas

## Facilitators

Allison Brown, JLA Public Involvement

## Welcome and introduction

- Susan Emmons, Co-Chair, welcomed Nui Bezaire to the Metro team as the new supportive housing services program manager. She also congratulated everyone on the work so far to approve the local implementation plans.
- Kathy Wai, Co-Chair, reminded folks of the cooling centers open and to try and take care of each other in this heat wave. She said that the meeting is mostly informational and there won't be any major decisions made.
- Roll call was taken, present and absent members are listed above.
- Meeting 6 summary was approved.
  - Correction needed: Remove "Chair" from Commissioner Fischer's title.

## Conflict of interest declaration

Jenny Lee works at Coalition of Communities of Color and they're doing a broad research project with Clackamas County, covering the experiences of communities of color. They're also discussing a contract with the counties related to supportive housing services.

Carter MacNichol is on the board of Transition Projects, they were awarded along with other eligible contractors to pursue work in supportive housing services with Washington County.

## Public comment

No public comment at this meeting.

If a written comment is received prior to the meeting staff will consult co-chairs for responses. If co-chairs decide there needs to be a full consultation by the group, we will bring to other members. All comments will be included in packet regardless.

# Meeting minutes

## Staff updates

Patricia Rojas, Metro Regional Housing Director, provided program updates.

- All three local implementation plans have been voted on and approved by the Metro Council.
- Inter-governmental agreements are in negotiation.
- A short-term revenue agreement is in place to be voted on this Tuesday, June 29<sup>th</sup> by Metro Council.
- Nui Bezaire has joined the Metro team in the last month. She came from the Joint Office of Homeless Services and has worked in homeless services and supportive housing for her entire career.
- The taxation system is up and running and as with all new tax systems, it is meant to ramp up over time. For the period of January 1 to June 27, 2021, Metro has received about \$1.5 million. Metro is currently looking at a quarterly distribution for counties, but that is still being determined.
- Dan Fowler asked how the funding issues was missed. He was concerned that there's a negative image of the program from the community partners.
  - *Patricia responded that it wasn't, it was always assumed it would be a slow ramp up of funds and that was communicated with the counties in October 2020. Patricia added that Metro is available to support and ensure that Clackamas County has the funding to be able to do what they've laid out in their plan. Metro is engaging regularly with Clackamas County staff.*
- Roserria Roberts asked how Metro is addressing the decrease in revenue due to COVID-19 and the increase in Multnomah County of the homeless population.
  - *Patricia responded that in the IGA negotiations, a requirement is that Metro will provide updates to the counties regularly on tax revenue collected. There is still uncertainty about the effects of COVID, we won't truly see the impact until April 2022 when taxes are due. Predicting \$180 million in year one and that will increase overtime and overtime we'll have a baseline. There will be a period of adjustment to revenues coming in. Funding may not be enough if there's a significant increase in homelessness due to the pandemic.*
- Chair Harrington thanked Dan for his question and said Metro did communicate to Washington County about funding expectations throughout the pandemic. She said they're committed to communicating with partners and those served that they're not concerned about the flow of dollars.
- Patricia highlighted the resolution passed by Metro Council asking staff to provide more information about shelter capacity and best practices in the community.

## Break

Group break took place from 10:30 to 10:35 a.m.

## Presentation: Data Overview

Patricia framed the presentation as an opportunity to learn about what the data systems are doing already in the region. She introduced Claudia Sharygin, Senior Data Analyst at the Joint Office of Homeless Services.

Claudia shared a slide deck with the group. Outcomes for the presentation included: a general understanding of Homeless Management Information System (HMIS), what it is, what data is collected, and what the requirements are for HMIS and supportive housing services.

# Meeting minutes

- HMIS is a database used to collect information about people in the Continuum of Care.
- The system is a requirement for HUD funding.
- It assists providers in coordinating care for a client and allows for standardized data collection and reporting.
- Claudia responded to a question from Dan about reporting on outcomes and improving collection systems. She said they have the systems in place to provide data on all the outcomes in the work plan currently except one.
- HUD HMIS data standards include information on the program, client, and specific information on clients in certain programs.
- HMIS doesn't collect information for clients fleeing domestic violence and are being served by domestic violence service providers, specific medical diagnoses, citizenship/immigration status, or other unnecessary and potentially compromising information. Clients can also decline to answer questions.
- HMIS supports SHS-funded programs by helping plan for the local implementation plans, enables one system for data entry on clients and minimizes duplicative data, and also provides outcome metrics and standardized accessible data across the Metro region.
- Data teams from each county meet weekly.
- Carter MacNichol asked in regards to the outcomes in the work plan, is there a baseline of where we are today so that we can see our progress over the next months and years?
  - *Claudia responded that the baseline is in process of being finalized.*
- Roserria asked if there is a discussion of amending the point in time count (PIT) to reflect more than one day during the year and how collections can better reflect doubled up households and people living in their cars, or people who do not appear to be without homes?
  - *Claudia hasn't heard whether they're making those changes at a federal level. In Multnomah County they include estimates of doubled up populations.*
- Dr. Mandrill Taylor mentioned the pilot in Washington County with Health Share, and asked whether there have been any conversations about expanding HMIS in healthcare systems? What are the potential benefits and challenges?
  - *Speaking for Multnomah County, they're looking at exploring this further. Some of their first round of funding will go to Multnomah County Health Department who are looking at data sharing. Medical records will not be included in HMIS. But based on their information, they will be able to see what housing and health services they're getting from the county. Benefits and challenges? Benefits are clear, housing interventions reduce emergency department and justice department interactions. Challenges? Health information is private, we need to communicate clearly how we're maintaining the firewall and protecting confidentiality so we don't re-harm community trust.*

## Next steps

- Finalizing budgets and will provide update in July.
- Will create a process together for continued engagement with county partners and the committee.
- August meeting is cancelled, will resume in September.
- Survey to come.

## Auditor Report

Metro Auditor, Brian Evans joined the meeting to brief the committee on the Supportive Housing Services performance audit. He provided an overview of the audit that was included in the meeting packet that included their recommendations.

# Meeting minutes



Metro

600 NE Grand Ave.  
Portland, OR 97232-2736

Brian opened the presentation to questions from the committee members.

- Carter said the audit was really helpful for him. When is the next audit coming? He would like to see it in three years rather than five. Regarding administrative costs, the \$19 million dollars that the City of Portland is charging to collect the tax, is that normal?
  - *Brian said that there will likely begin a new audit topic related to the measure within the next three years. Auditor's office hasn't analyzed the reasonableness of the administrative costs related to the tax system.*
- Carter also asked about the audit mentioning that the oversight committee has a decision about allocating resources and wondered if that was correct?
  - *Patricia said that it relates to the fiscal oversight role of committee. For example, how admin rates are set, sent out, and is more related to the oversight rather than allocation decisions.*

Rachael Lembo, Planning and Development Finance Manager joined the meeting to respond to the tax collection cost question from Carter. The IGA with the city is a bit costly in the first couple of years during implementation. It includes a large fee for the software and the City did a broad procurement process to find a software provider to implement both the individual and business tax. The development of the tax collection, information sharing with businesses, and follow-up on folks who didn't file and may need to be followed up with. There's a call center to staff as well for all of the phone calls coming in. It is a robust system and complex in multiple ways.

- Susan asked about distinguishing between outputs and outcomes. From the beginning there was a commitment to shared outcomes but there hasn't been anything operationalized about what preventing and ending homelessness looks like. For example, to her, if we're going to measure the outcome of housing placements and housing retentions, shelter wouldn't be an outcome, it would be housing. Do we need to define that? Would it be helpful to your office?
  - *Brian said it could be, yes.*
  - *Patricia said that we need a baseline with the data. The tri-county advisory board will take that data and all other information from the counties and come together and decide on outcomes, outputs and what makes sense at a regional level.*
- Dan said that \$19 million is over the top for tax collection and he wants all the details like FTE, price of software, and to see the IGA. He also said that it's more money than Clackamas County even receives and asks that Metro controls how much is spent on admin. He asked for more follow-up.
  - *Allison said that we would be looking more at this topic in the next meeting.*

## Adjourn

Co-Chairs Kathy and Susan thanked everyone for being here today and adjourned at 11:31 am.

Minutes respectfully submitted by Ash Elverfeld, Housing Program Assistant.

The following is public comment from Jim Pritchard, received by Metro via email on 6/30/2021. Jim was notified by staff that this would be included in the meeting packet as written public comment for the 7/26/2021 Supportive Housing Services Oversight Committee.

## **An End To Homelessness in The Metro Area**

Measure 26-210 presents an enormous opportunity to essentially end homelessness in the Metro area. To turn that opportunity into a reality, I see four critical actions for consideration over the next several years by the Oversight Committees and the Metro Council, two of which are already being embraced.

### **Creating Affordable Housing Units At A Rapid Pace**

I was very pleased to read in the Oregonian (February 13) that the goal of Multnomah County is to add 2235 affordable units (with wrap around support services) on top of the nearly 4000 units “already on the books”. If that goal can be met, it will be a very impressive milestone, and those who make it happen should be applauded. It appears that progress is also being made in Hillsboro, Beaverton, and Clackamas County.

### **Employing A “Housing First” Approach**

What is also impressive is Multnomah County’s commitment to a “housing first” approach - getting homeless individuals and families into housing regardless of their situation and providing intensive services to help them deal with addictions, mental health issues, chronic health conditions, lack of job skills, and much more. The model was used with great success in Utah, with a reduction in the number of people experiencing chronic homelessness by 91% over ten years. Several organizations in Portland - most notably Central City Concern - have been using a similar approach for years. Whether there is capacity in other communities in the Metro region to provide intensive wrap-around services, I don’t know. If not, it would be important to build that capacity as quickly as possible using funds from Measure 26-210 (this may already be underway).

### **Establish a Metro-wide Community Land Trust**

One of the challenges over the long run will be to keep affordable units truly affordable as the housing market continues with its relentless increases in value. One way to moderate this pressure is a community land trust - a non profit organization designed to ensure community stewardship of land and structures. Typically the trust acquires property and assumes ownership permanently. Most trusts have been set up to support individual homeowners. In this case it would be dealing largely with community non-profits which fund and manage the housing construction (such as NARA, JOIN and Central City Concern). Instead of a traditional sale the trust enters

into a long-term, renewable lease with the entity responsible for constructing rental units. If the property is “sold” at some future date, that entity would earn only a portion of the increased property value - not the full market value - with most of the value residing in the trust. This will preserve the affordability of the property for future low-income families.

I would propose the creation of a Metro-wide Community Land Trust (or perhaps county land trusts) to facilitate the purchase of land for most, or all, of the planned units of affordable housing funded under the bond issue.

### **Experiment With A Direct Income Payment Concept**

A couple of months ago, I submitted a proposal for providing up to \$500 per month for each homeless person in the Metro area as away to meet basic needs, make critical purchases - a laptop, a new wheelchair, a medical procedure, even food - and put money aside for addressing the costs associated with living in a new home. Please see the attached: “A Financial Boost for the Homeless”.

Thank you for listening to my thoughts and considering a couple of new ideas.

Jim Pritchard  
[pritchard.james2@gmail.com](mailto:pritchard.james2@gmail.com)

### **Attachment: A**

#### **Financial Boost for The Homeless**

As you make plans for investing the \$250 million per year included in Measure 26-210, I am sure some of the funding will be allocated for affordable housing units, rental assistance, addiction and mental health services, and job development programs. A comprehensive approach is desperately needed. But, I want to upset the apple cart a bit and let the loose apples scatter as they may. I ask you to think about putting some immediate cash in the hands of those living on our streets. I urge you to consider providing direct income payments of up to \$500/month for each homeless person for the next two years. (This is essentially a modified version of the idea advanced by Andrew Yang.)

Here is why. It is well known that most people living on the street or in vans have no resources other than what they might garner from bottle returns, handouts, or Street Roots sales. That means they have to rely on free meals and donations from shelters just to survive on a daily basis. Guaranteed monthly payments would be life-sustaining. They could be used, for example, to purchase a more reliable bike or a



new wheel chair, deal with a long-avoided medical issue, purchase a laptop and enroll in a computer class, or simply satiate one's hunger. Even for those who eventually secure housing there are so many costs that could catapult them back on to the street: utilities, food, clothes, uncovered medical and dental bills, bus fare, or possibly the cost of a used car, to name a few.

Of course, I can hear the chorus of caution. "What...giving the homeless direct payments...how do we know they won't squander the money or use it to feed their habit?" It's a fair question, which could be addressed in a couple of ways. The monthly payments could be contingent upon a series of commitments - staying in contact with a case manager (acting as a coach), playing an active role in finding housing and a job, and dealing directly with addictions and mental health issues. The payments could start at a smaller amount and increase toward the \$500/month as an incentive for individuals to make honest efforts to meet their commitments. The program would be experimental and be carefully studied over two years.

A fascinating demonstration effort in Canada provides some powerful evidence that a guaranteed income approach can produce real results. Called the "New Leaf Project", it was an initiative of the Foundations for Social Change in partnership with the University of British Columbia. In this experiment, 50 recently homeless people were given a lump sum of 7500 Canadian dollars (nearly \$5700).<sup>\*</sup> Their lives were followed over 12-18 months and their outcomes compared to a control group made up of homeless people who did not receive the payment. The preliminary findings are striking, showing that those receiving the payments:

- ● Move into stable housing faster (those in the control group lagged about 12 months behind in securing more permanent housing)
- ● Spend fewer days homeless
- ● Retain over \$1,000 in savings through 12 months
- ● Increase spending on food, clothing, and rent
- ● Achieve greater food security
- ● Make wise financial choices with a 39% reduction in spending on alcohol, cigarettes and drugs
- ● Reduce reliance on the shelter system of care, resulting in cost savings to society

According to Claire Williams, the CEO of Foundations for Social Change, the money provided by the program also had "trickle down impacts," with people investing more



in their children's well-being and needs, as well as helping out family members.” William’s conclusion: “The homeless population continues to grow, and we keep applying the same old approaches...we really think it's important to start testing meaningful risk-taking in the name of social change.” Perhaps it is time to upset the apple cart a bit. Most importantly, homeless individuals would be making their own choices for how to spend the income, knowing their needs and interests better than any one else.

What would the price tag be for the Metro area if it adopted the proposed monthly payment idea? It would be substantial, but not overwhelming. The number of people experiencing homelessness in the region ranges from 6000 to 12,000 (yes, unlike the Canadian experiment, this would include those experiencing prolonged homelessness, many with complex disabilities). That would mean a cost of between \$36 million to \$72 million/year, or between 14% and 29% of the annual allotment. It is also possible to start with one county in the first year and rigorously analyze the results to determine what would likely work for the full Metro region.

The absence of poverty is freedom - the ability to experiment, to carve out a new life, to be relieved of constant worry, to restore hope and dignity. Think about it. Think about using a modest amount of guaranteed income as one way to propel homeless people into a brighter future.

---

---

*\* It should be noted that the 115 participants in the randomized controlled trial were between the ages of 19 and 64, and they had been homeless for an average of 6 months. Participants were screened for a low risk of mental health challenges and substance abuse.*

# Memo



Metro

600 NE Grand Ave.  
Portland, OR 97232-2736

Date: Friday, July 16, 2021  
To: Supportive Housing Services Oversight Committee  
From: Rachael Lembo, Metro Finance Manager  
Subject: FY22 Supportive Housing Services tax administration

---

This memo responds to questions raised at the June 2021 Supportive Housing Services (SHS) Oversight Committee meeting regarding tax administration.

As you know, the Supportive Housing Services program addresses an immediate need in our region. Voters also approved an entirely new type of tax for Metro to pay for the services the program funds. Other Metro programs and projects are funded through bond measures or property tax levies. This is the first program at Metro that uses personal and business income taxes, and it is the first local personal income tax in the region since Multnomah County's personal income tax ended in 2006.

Since Metro Council referral of the ballot measure in February 2020, Metro has been planning tax implementation for both the personal and business income tax to become effective in January 2021. In summer 2020 Metro considered options for tax administration, formed a tax implementation advisory table made up of experts in taxation, and began development on new income tax codes, which were adopted by Metro Council in December 2020.

**Metro's focus in tax implementation was to setup a system to efficiently and effectively collect funds to support the people most in need.**

Metro selected the City of Portland Revenue Division to administer these taxes. Working with the Revenue Division allowed for tax collection to begin timely, in April 2021. Metro did consider other options as well, such as creating our own tax collection system, or contracting with the State of Oregon, however those options were unable to begin tax collection in 2021.

## **Summary of estimated tax collection costs**

It is important to note that the estimates for start-up and ongoing costs are not-to-exceed amounts, and include significant contingency to cover potential unforeseen expenses. Metro will be billed based on actual costs. Per Metro Code, the Supportive Housing Services Oversight Committee will review tax collection costs on an annual basis, along with other administrative costs at Metro and the Local Implementation Partners.

**Start-up costs: \$21.9 million plus 25% contingency, up to \$27.4 million total over the first two years**

Implementing two brand-new taxes requires numerous and complex start-up activities. Start-up costs include setup for all aspects of tax collection, from registration, estimated payments and payroll withholding, to processing tax returns, to audits and analysis. The majority of these costs, 65%, are related to the software definition, development, testing, training and support provided by the City of Portland Revenue Division's software vendor. The second highest cost category, at 26%, is Revenue Division staff, and with a short timeline for implementation staff capacity was prioritized to ensure deadlines could be met. In comparison, when the City of

Portland upgraded to a new integrated tax system for its tax programs the budget was \$24 million. Metro's budget, with contingency, is higher because these are completely new taxes.

On the currently estimated \$2.2 billion in collections over ten years, the implementation costs are 1.3%.

**Ongoing costs: \$11.1 million plus 9% contingency, \$12.1 million total annually (Fiscal Year 2023-24 estimate)**

Ongoing costs are the annual operations of tax collection. The majority of these costs, 51%, are City of Portland Revenue Division staff, who will manage all aspects of administration, including providing customer service to tax filers, collecting estimated tax payments, auditing returns, assessing and collecting the tax, penalties and interest, making refunds, and hearing appeals. The second highest cost category, at 35%, is for software, including maintenance, support, hosting and future upgrades. These costs are comparable to other taxes collected by the City of Portland Revenue Division, though the costs of collecting the personal income tax are higher as there will be significantly more returns filed.

On the currently estimated \$215 million in annual collections, ongoing costs are 5.6%.

**Current status of implementation**

The tax collection implementation with the Revenue Division has been smooth. With their long experience in tax collection, the Division's staff have provided significant guidance and expertise in development of Metro's new income tax codes and administrative rules.

Collections are expected to begin slowly and gradually pick up through January 2022, as more payroll companies and employers complete the setup of payroll withholding and begin offering it. Tax collections began in April 2021. Through June 2021, over \$1.5 million has been collected, of which \$1.2 million has been distributed to our local implementation partners. Considerable collections are expected in April 2022 when calendar year 2021 tax returns are due.



Photo Courtesy of Israel Rayer



Photo Courtesy of Transition Projects

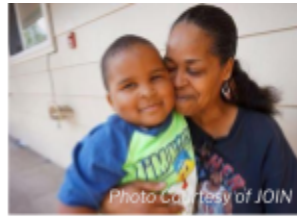


Photo Courtesy of JOIN



Photo courtesy of JOIN



**JOINT OFFICE OF HOMELESS SERVICES**

TO: Chair Deborah Kafoury  
Kim Melton, Chief of Staff  
Christian Elkin, Budget Director

FROM: Marc Jolin, Director

DATE: March 5, 2021

RE: FY 2022 Budget Submission Transmittal Letter

## OFFICE OVERVIEW |

The Joint Office of Homeless Services (JOHS) represents a shared commitment between the City of Portland and Multnomah County to expand, improve, align and simplify access to the range of services dedicated to addressing homelessness in our community.

As an office within Multnomah County, our work aligns directly with the County's mission and vision to serve the needs of those who are most vulnerable by providing a safety net of quality services that are developed using an equity lens and commitment to social justice. The JOHS is also guided by the vision of A Home for Everyone – that no one should be homeless and everyone deserves a safe, affordable place to call home – and its core values of prioritizing those who are most vulnerable, promoting racial and ethnic justice, engaging the community in identifying and implementing strategies that work, using data and holding programs accountable for outcomes, and strengthening the overall capacity of our systems by increasing alignment, coordination, and leverage.

A Home for Everyone is a community-wide effort to house homeless Multnomah County residents by making smart investments in the areas of housing, income, survival and emergency services, health, access to services, and systems coordination. Key partners in the effort include Multnomah County, the City of Portland, the City of Gresham, Home Forward, local nonprofits and members of the public.

The JOHS has four primary functions: (1) support the community-wide homelessness planning efforts of A Home for Everyone; (2) contract local, State, and Federal funds to non-profit providers delivering a continuum of homeless and housing services to adults, youth, families with children, and survivors of domestic and sexual violence; (3) oversee the development and operations of the community's emergency shelter system; and (4) serve as the U.S. Department of Housing and Urban Development (HUD) Continuum of Care "Lead Agency".

With the passage of the Metro Supportive Housing Services Measure (SHS Measure) in May of 2020, the JOHS has taken on the responsibility to lead the County's implementation of the extensive community-based planning and large-scale expansion of supportive housing services called for by the SHS Measure. This is a major undertaking in light of the projection that the SHS Measure will ultimately yield an additional \$100 million per year for supportive services and rental assistance for Multnomah County, which will more than double the JOHS budget over the next few years.

## RESPONDING TO THE COVID-19 PANDEMIC |

In response to the COVID-19 pandemic, the JOHS has taken on additional critical work leading efforts to protect people experiencing homelessness from the potentially devastating impact of the pandemic. Working with County Public Health and Emergency Management, the Joint Office is: (1) providing substantial financial and technical assistance to its contractors to support their ability to continue services; (2) dramatically expanding coordinated outreach and supply distribution (survival gear and personal protective equipment) to the unsheltered population; (3) re-organizing and expanding the emergency shelter system to allow for physical distancing and non-congregate motel sheltering of individuals at high-risk of serious illness or death from COVID-19; and (4) operating voluntary isolation motels for individuals who become infected with COVID-19 or need to quarantine.

Because of capacity limitations among our community based organizations during the pandemic, the JOHS has hired a significant number of limited duration employees to directly operate one of the current physical distancing shelters and the two voluntary isolation motels opened in response to the pandemic. In addition to these efforts, the JOHS has partnered with the Portland Housing Bureau and the Department of County Human Services to assist in the distribution of \$27 million in COVID-19 emergency rental assistance to date and will continue to distribute additional funding into next fiscal year.

The impact to the JOHS staff of responding to the pandemic's threat to people experiencing homelessness cannot be overstated. Regardless of their role in the office, every JOHS staff person has not only had to adapt their work to make certain there would be no interruption in critical core services during the pandemic, they were also asked to take on new work and additional assignments as part of the COVID-19 response. They did this even as many also experienced significant direct impacts from COVID 19 in their personal lives. It has been a very difficult year, and a year that brought out the best in the staff.

## DIVERSITY, EQUITY, AND INCLUSION |

Every institutional failure that is driving highly vulnerable people into homelessness is exacerbated for Black, Indigenous, and other People of Color (BIPOC) by the ongoing racism that also plagues those institutions. Whether in the housing, employment, health, or homeless services sector, systemic institutionalized racism continues to push disproportionately high numbers of People of Color into homelessness, and creates additional barriers for BIPOC to overcome in ending their homelessness.

The JOHS has taken numerous steps to realize the AHFE goal of eliminating the disproportionately high rates of homelessness among People of Color through its community planning and contracting practices. The JOHS has: (1) improved data collection and outcome reporting using inclusive racial identities; (2) created standards of practice for all contractors that include cultural responsiveness and/or culturally specific service provision; (3) included a requirement for organizational equity assessments, plans, and progress reporting in all contracts; (4) prioritized and increased funding to culturally specific organizations through local procurement processes and prioritization of culturally specific programs in competitive Federal applications; and (5) prioritized staff support to the AHFE Equity Committee and the implementation of the AHFE equity lens in all AHFE planning efforts.

The JOHS has also dedicated significant time to increasing the office's internal capacity to lead with race, including through implementation of the Multnomah County Workforce Equity Strategic Plan (WESP). That implementation includes a chartered equity committee, monthly equity-focused all staff meetings, affinity groups, and staff training, as well as changes in our job descriptions, recruiting, selection and onboarding practices. The JOHS also continues to be active in countywide racial equity policy development and training efforts.

This year, as part of the COVID-19 response, we hired an equity specialist to support staff onboarding, training, and equitable program development in the JOHS-run and/or funded physical distancing shelters and voluntary isolation motels. Recognizing the disproportionate rate of infection and serious adverse consequences from COVID-19 among BIPOC, we prioritized access for People of Color to our High Risk Motel Shelters, provided additional financial supports to our culturally specific providers, and worked with an expansive network of culturally specific community based organizations to ensure that emergency rental relief reached those Communities of Color most impacted.

Looking ahead to next year, the SHS Measure represents a tremendous opportunity to further advance our commitment to racial equity. The SHS Measure calls on the County to end homelessness and to do so by first reaching BIPOC who are overrepresented in the populations of people experiencing chronic and episodic homelessness. The Measure, consistent with the values of the JOHS and AHFE, requires that all planning work center the voices of people with lived experience, especially from BIPOC communities. The SHS Measure Local Implementation Plan (LIP), adopted by

the County Board to guide SHS Measure fund investments, emphasizes the importance of expanding the number and capacity of culturally specific service providers, and expanding funding to those providers, as critical strategies to eliminate racial disparities in homelessness. This year's submitted JOHS budget includes significant investments that further these commitments.

## FY 2022 BUDGET PRIORITIES |

The JOHS relies on the hundreds of community members and stakeholders who are part of A Home for Everyone to help set budget guidance. In keeping with the framework created through AHFE, the JOHS surveyed and staffed a series of AHFE sub-committee and Coordinating Board meetings to develop FY 2022 budget priorities for our existing (non-SHS Measure) funds. The priorities for Year 1 SHS Measure investments were developed through the parallel Local Implementation Plan (LIP) engagement process (see below).

### AHFE GUIDING PRINCIPLES FOR BUDGET PRIORITIES:

In developing FY 2022 budget priorities, the JOHS started with the recommendations adopted by the AHFE Coordinating Board in December of 2020 regarding how to prioritize current funding. The Coordinating Board's guidance was to prioritize investments in:

- Culturally-specific providers and culturally-responsive programs serving Communities of Color and the LGBTQIA2S+ community that are overrepresented in the homeless population;
- Permanent supportive housing (PSH), prevention, and housing retention programs that keep people in the housing they already have;
- Services engaging people experiencing Chronic Homelessness, including safety on the streets services, sustained outreach, and supportive housing projects
- Capacity within our network of community-based organizations and working to evaluate pay, training, benefits, and other supports

With this guidance, JOHS program staff reviewed currently budgeted programs in all population-specific systems and recommended programmatic investments that would best advance these commitments.

## FY 2022 BUDGET OVERVIEW |

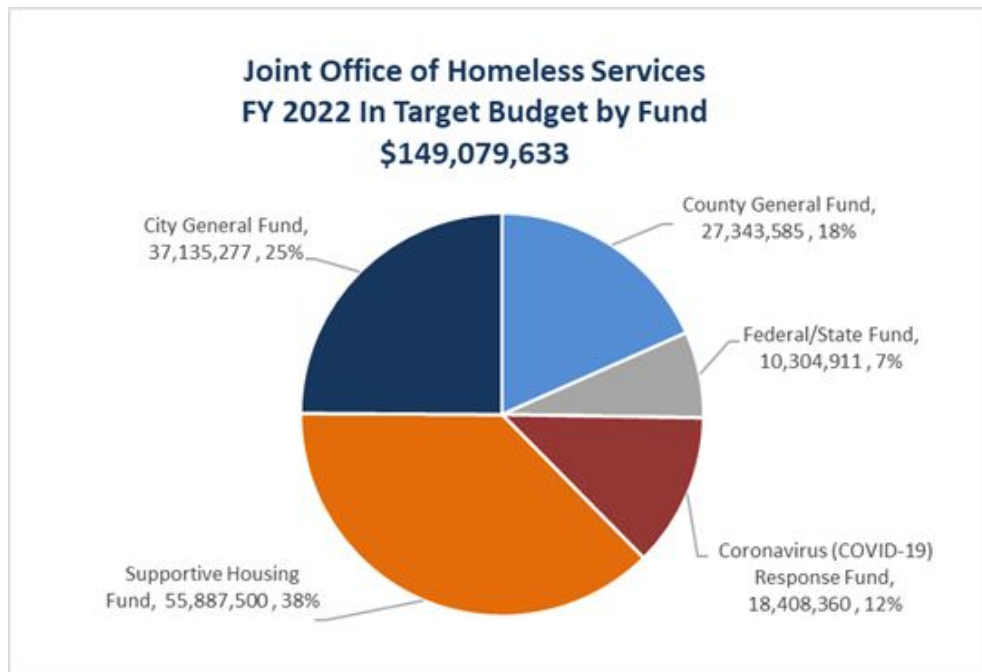
The JOHS budget submission totals \$149.1 million and 67.00 FTE for FY 2022 for in target programs. We did not submit any out of target programs. The submission is detailed in the table below showing the total allocation.



FY 2022 Joint Office of Homeless Services Budget Submission				
	FY 2022 General Funds*	FY 2022 Other Funds	Total Funds	Total FTE
In Target Programs	27,343,585	121,736,048	149,079,633	67.00
Out of Target Programs	-	-	-	0.00
<b>Total FY 2022 Submission</b>	<b>27,343,585</b>	<b>121,736,048</b>	<b>149,079,633</b>	<b>67.00</b>

\*Includes both General Funds and Video Lottery Funds

The JOHS is funded by General Funds, Federal/State Funds (which primarily consists of funding from the City of Portland), the SHS Measure, and one-time Federal funds specifically allocated for the COVID-19 emergency response. The pie chart below shows the JOHS budget by fund:



While much of our submitted budget reflects the core investments and services we have supported for five years, there is also a lot that is new. Excluding federal COVID-19 resources, our FY 2022 submitted budget has increased by over 70% relative to our FY 2021 Adopted budget of \$75.1 million. Our submitted FTE count also increased significantly as we incorporate and prepare for additional significant budget increases over the next two fiscal years. This increase in funding and staffing is due to the passage of the Metro SHS Measure and the expected revenue it will bring to the County and the JOHS.

In May of 2020, voters across our region affirmed their commitment to addressing homelessness by approving the SHS Measure, which will provide an ongoing source of funding for rental assistance and support services to reduce chronic and episodic homelessness through strategies that lead with racial equity. Tax from the Measure went into effect on January 1, 2021, and, at full collection, it is expected to generate \$100.0 million annually for Multnomah County and another \$150.0 million annually for the rest of our region.

Our FY 2022 submitted budget includes \$52.1 million of SHS Measure funding for the first year, based on Metro’s estimate of initial tax collections, with proposed investments shaped by the priorities outlined in our LIP - a SHS Measure-required plan developed over many months with extensive community engagement that prioritized BIPOC and those with lived experience of homelessness, severe disabling conditions, and other intersecting marginalized identities. The LIP was approved by the Board of County Commissioners in December of 2020.

In addition to base and SHS Measure funds, our submitted budget includes a substantial commitment to continuing our response to the COVID-19 pandemic. In March of 2020, the JOHS, with partners from across the County, took immediate steps to limit the spread of COVID-19 within the homeless population and otherwise mitigate the impacts of the pandemic on those experiencing homelessness or at risk of experiencing homelessness. Our emergency response is ongoing and includes operating six physical distancing motel shelters and two voluntary isolation motel shelters, expanded safety on the streets outreach to provide life-sustaining supplies to those living unsheltered, and support for contracted service providers to mitigate increased risks associated with service delivery.

We anticipate that FY 2022 will be a critical year as we: (1) gradually return our system of care to a new normal with the containment of COVID-19; (2) continue the community and stakeholder engagement that will more fully define our implementation of SHS Measure programming; (3) grow our organization and systems of care to accommodate the significant expansion of programming locally and regionally; and (4) renew the strategic plan and governance structure for our community’s efforts to end homelessness.

## GENERAL FUND TARGET ALLOCATION |

The Joint Office submitted a total County budget request of \$27.3 million, which includes in-target operating General Fund, Video Lottery, and Tax Title resources. The table below summarizes the JOHS in-target budget submission for these three County discretionary funds.

County Discretionary Funds Budget	
Fund	Amount
County General Fund <sup>1</sup>	22,617,334
Video Lottery Fund	3,697,581
Tax Title Fund	1,028,670
<b>Total</b>	<b>27,343,585</b>

<sup>1</sup>Includes \$2.05 million of shelter capital carryover

### **Implementation of the Metro Supportive Housing Services Measure**

Our FY 2022 budget includes \$52.1 million of SHS Measure funding for the first year, with proposed investments informed by priorities outlined in Multnomah County's LIP. The plan was developed over several months of community engagement that drew on the expertise of hundreds of community stakeholders and centered the voices of BIPOC and those with lived experience of homelessness, severe disabling conditions, and other intersecting marginalized identities.

The LIP was intended by Metro - the oversight jurisdiction for the SHS Measure - to be a high level framework to guide ongoing planning needed to ensure the most effective investment of SHS Measure funding at the county and regional levels. Recognizing the urgency of the homelessness crisis, however, Multnomah County's LIP outlined early investments that both start building out long-term programmatic investments in supportive housing *and* fund limited-duration priority programming (1-3 years) that can have an immediate impact in FY 2022. These priorities are reflected in the JOHS submitted budget.

Importantly, our budget invests \$7.2 million (30400B/30400C) to quickly expand permanent supportive housing (PSH) options for those experiencing, or at imminent risk of, chronic homelessness by building out our local long-term rent assistance program and expanding both the housing placement and wrap around services needed as part of that PSH expansion. The budget allocates \$5.8 million to housing placement and retention strategies, including in the homeless families system (30301B), ongoing rent assistance and support services for the seniors housed as part of the Metro 300 program (30304B), and the short-term rent assistance program (30308). The budget also allocates \$3.0 million (30401B) SHS Measure funding to a Year 1 expansion of behavioral health services offered to people living unsheltered, in shelter, in transitional housing, exiting institutional settings, or that are already in permanent housing. These ongoing investments will fund placement and retention for 1,400 households through a combination of rapid rehousing and PSH.

The other Year 1 investments that are expected to be ongoing focus on building out the capacity within the Joint Office (various program offers), other County Departments (30400D), and our community partners (30004B) to be able to effectively deliver the SHS Measure resources to the community as funding levels continue to grow over the next two years. This includes investments in policy and planning (30003B), data collection and evaluation (30002B), and contract management and administration (various program offers). These early investments in capacity will ensure that we are ready to fully and effectively implement the projected \$100 million per year allocated to Multnomah County, and to partner with the Washington and Clackamas Counties on the successful implementation of the SHS Measure region-wide.

In addition to anticipated ongoing investments from the SHS Measure, the JOHS budget allocates \$11.8 million of SHS Measure funding to shorter-term, limited-duration priorities identified in the LIP. This includes investments in the series of COVID-19 recovery strategies listed below, which includes funding for placements out of emergency shelter (30700A), a range of alternative shelter options (30700B), emergency rental assistance to prevent a new wave of households becoming homeless (30700C), and low-barrier employment opportunities (30700D).

As anticipated in the LIP, we also propose limited-term allocations of SHS Measure funds to support new organizations - especially smaller culturally specific and peer led organizations - to develop the capacity to become part of the homeless services provider network locally and regionally (30004B). These additional providers will be critical to the success of the SHS Measure and, in particular, our ability to eliminate racial disparities in the chronically homeless population by expanding culturally specific and peer led services connected to supportive housing that meets the needs of people with significant behavioral health conditions.

Beyond the budgeting and implementation of this year's allocation of SHS Measure funds, in FY 2022 the JOHS will continue to lead a significant amount of local and regional community-based planning to further define the long-term investment strategies for SHS Measure funds in FY 2023 and the governance structures that will oversee those strategies. These processes will fold into ongoing strategic planning efforts related to resetting A Home for Everyone, discussed in more detail below.

Program Offers Funded with Revenue from the Metro Supportive Housing Services Measure			
Offer Number	Program Name	Measure Funding	FTE <sup>1</sup>
30000B	Joint Office of Homeless Services Administration and Operations - Metro Measure Expansion	2,250,441	5.00
30001B	Business Services - Metro Measure Expansion	1,064,876	4.00
30002B	Data, Research, & Evaluation - Metro Measure Expansion	431,822	3.00
30003B	Policy, Planning, & Regional Coordination - Metro Measure Expansion	2,957,562	4.50
30004B	Equity-Focused System Development & Capacity Building - Metro Measure Expansion	6,767,363	1.50
30100B	System Access, Assessment, & Navigation - Metro Measure Expansion	2,448,569	3.00
30208B	Safety off the Streets - Emergency Shelter Strategic Investment - Metro Measure Expansion	3,500,000	-
30209	Safety off the Streets - Metro Measure Expansion	3,750,000	3.50
30301C	Housing Placement & Retention - Homeless Families - Metro Measure Expansion	1,375,000	-
30304B	Housing Placement & Retention - Seniors - Metro Measure Expansion	2,000,000	-
30308	Housing Placement & Retention - Metro Measure Expansion	2,196,060	1.50
30400B	Supportive Housing - Metro Measure Expansion	3,712,807	6.00
30400C	Supportive Housing - Metro Measure Expansion - Local Bond Units and Site-Based Commitments	3,500,000	-
30400D	Supportive Housing - Metro Measure Expansion - Countywide Coordination	1,330,000	3.00
30401B	Supportive Housing - Behavioral Health/Medical Housing - Metro Measure Expansion	3,040,000	-
30700A	COVID-19 Recovery - Placements out of Shelter - Metro Measure Investment	3,000,000	-
30700B	COVID-19 Recovery - Alternative Shelter for Adults - Metro Measure Investment	3,000,000	-
30700C	COVID-19 Recovery - Emergency Rent Assistance - Metro Measure Investment	2,805,000	-
30700D	COVID-19 Recovery - Employment - Metro Measure Investment	3,000,000	-
<b>Total</b>		<b>52,129,500</b>	<b>35.00</b>

<sup>1</sup> 13.00 of these FTE were added in FY 2021 with a mid-year supplemental budget



## FY 2022 COVID-19 Emergency Response Budget

Our FY 2022 budget proposes a continuation of our COVID-19 shelter, outreach, and provider support activities through December 2021 at a cost of more than \$18.4 million. To this point, we have used various Federal sources to fund our emergency response. Our FY 2022 COVID-19 emergency response program offers are funded 50/50 with CARES Act Coronavirus Relief Funds (CRF) and CARES Act Emergency Solutions Grant (ESG-CV) funding, which assumes that those resources will be available with the reimbursement of current year costs from the Federal Emergency Management Agency (FEMA). If FEMA reimbursement does not materialize or is lower than expected, and additional Federal funding is not made available, we will need to find additional sources of funding or scale back/discontinue aspects of the programming.

COVID-19 Services Focused Programs				
Offer Number	Program Name	CRF	ESG-CV	Total
30090	COVID-19 Emergency Response - Physical Distancing & Medical Isolation Shelter	7,639,600	7,639,600	15,279,200
30091	COVID-19 Emergency Response - Safety on the Streets Outreach	250,000	250,000	500,000
30092	COVID-19 Emergency Response - Partner Agency Support	1,314,580	1,314,580	2,629,160
<b>Totals</b>		<b>9,204,180</b>	<b>9,204,180</b>	<b>18,408,360</b>

With the forthcoming broad distribution of COVID-19 vaccinations and presumed widespread immunity, we hope to return our homeless services system to relative normalcy in the second half of FY 2022. This is why we have budgeted for the continuation of existing programming for only the first six months of FY 2022. That said, the transition will take time and our community will continue facing the economic impacts of the pandemic throughout FY 2022 and beyond, and that is particularly true for those who are struggling to pay rent. The most recent estimates are that between 12% and 15% of renter households have been unable to pay their rent each month, which is up to 20,000 area households. Given the scope of transition to relative normalcy and the ongoing community need, we have prioritized \$11.8 million of initial SHS Measure investments to COVID-19, as described above.

### Ongoing Services Funded with One-Time-Only City General Funds - \$6.34 million

Our City of Portland General Fund allocation has, historically, included a continuation of one-time-only (OTO) resources that amount to approximately 20% of our total City funding. These resources fund ongoing services. Our FY 2022 budget includes \$6.34 million of requested City OTO General Funds, representing 18% of the City's \$35.1 million funding commitment to ongoing JOHS programs. The JOHS has also requested \$2.0 million OTO for shelter capital, which represents the remaining balance of the City's portion of the joint City/County commitment to provide \$5.0 million

each for shelter capital investments. This brings the total City-funded submitted budget to \$37.1 million.

As illustrated by the chart below, the City OTO funds are distributed across all the JOHS-funded service types, with the significant majority of the funding going to support current adult shelter operations, housing placement and retention, and diversion. The shelter capital investment request of \$2.0 million has been excluded from this chart because it does not fund ongoing programming.

Service Area	PDX Ongoing GF - Base Budget	FY 2022 PDX One-Time-Only GF	% of Total Funded with OTO
Administration & Operations	336,873	0	0%
Support, Access, & Coordination	637,896	394,104	38%
Safety off the Streets	8,433,809	2,549,355	23%
Housing Placement & Retention	7,290,533	1,697,243	19%
Supportive Housing <sup>1</sup>	11,163,834	430,250	4%
Diversion	235,765	1,145,935	83%
Employment Programs	697,670	122,010	15%
<b>Total</b>	<b>28,796,379</b>	<b>6,338,898</b>	<b>18%</b>

<sup>1</sup> Includes Service Coordination Team funding - \$2,159,003

In the event that the City OTO funding is not renewed, we estimate reductions equivalent to 270 year-round shelter beds, 110 fewer placements into permanent housing, the loss of 25 units of youth transitional housing, a loss of 40 units of supportive housing and 675 fewer people receiving diversion and employment services. We would also see significant reductions in our coordinated access and supportive housing program capacity.

### Organizational Changes

Excluding Federal COVID-19 resources, our FY 2022 submitted budget represents an increase of over 70% relative to the FY 2021 Adopted budget, going from \$75.1 million to \$130.7 million, and our FTE count has gone from 32.00 to 67.00 (13.00 of these new FTE we added in FY 2021 with a mid-year supplemental budget, resulting in a net year-over-year increase of 22.00 FTE). The increase in FTE represents investments in program planning and administration, community engagement, data collection and evaluation, contract management, and business services. These positions will support the expansion in scale and scope of our local and regional systems of care as our total budget increases to a projected \$175.0 million over the next few years.

In order to better reflect key organizational and programmatic functions that have become more distinct with our organizational growth, we have expanded our program structure. Here are the program offers associated with these changes:

- **30001A - Business Services (\$0.9 million)** - The business services team is responsible for development, management, and administration of the annual budget, management of local, State, and Federal funding, procuring and contracting for the provision of homeless services, and processing invoices from and payments to contracted service providers. The expansion of this team that is needed to support SHS Measure implementation and program expansion is found in program offer 30001B.
- **30002A - Data, Research, & Evaluation (\$0.9 million)** - The data team is responsible for various data management and analytics operations across the data lifecycle that culminate in the provision of useful information for internal and jurisdictional stakeholders. The expansion of this team that is needed to support SHS Measure implementation and the corresponding changes to our local and regional data collection, reporting, and evaluation needs is found in program offer 30002B.
- **30003A - Policy & Planning (\$0.5 million)** - The policy and planning team oversees work done as the lead agency for the local Continuum of Care (CoC) and as the convener of A Home for Everyone, in addition to other policy and planning work. The expansion of this team that is needed to support the significant continued community-based planning and oversight called for under the SHS Measure and the LIP is found in program offer 30003B.
- **30004A - Equity-Focused System Development & Capacity Building (\$0.1 million)** - The JOHS relies on an extensive network of community-based organizations to provide homeless services. This program provides training for community based organization management and frontline staff in racial equity, culturally responsive and specific practices, trauma informed care, de-escalation, and other areas, with the goal of creating ongoing communities of practice among our contracted agencies. The significant increase in training and capacity building that will support current and prospective non-profits delivering a dramatically expanded level of services locally and regionally under the SHS Measure - in particular to expand culturally specific and responsive services - is budgeted in 30004B.
- **30100A - System Access, Assessment, & Navigation (\$1.6 million)** - The system access, assessment, & navigation team supports critical community-based systems designed to equitably assist people experiencing homelessness with the information and navigation supports they need to get into services, including shelter, housing, health, and employment. These services are significantly expanded - particularly in outreach based navigation services, coordinated access assistance, and barrier removal supports - in program offer 30100B.



## **Ending Homelessness Planning: Local and Regional**

Prior to the onset of the COVID-19 pandemic, the JOHS initiated a series of strategic planning discussions around the strategic priorities and governance of our community's ending homelessness efforts, in light of the fact that A Home for Everyone was intended to be a five year initiative. In addition, there was ongoing planning related to Portland and Multnomah County's shared commitment to add 2,000 units of supportive housing by 2027. COVID-19 put those efforts on hold while we worked to build a comprehensive response to this new threat to our system and our community.

Then, with the passage of the SHS Measure in May of 2020, a new intensive round of community-engaged planning was required - the work of creating a Local Implementation Plan for the SHS Measure that could be approved in time to allow it to guide the SHS Measure spending that will start in FY 2022. The passage of the SHS Measure also launched an unprecedented level of intergovernmental planning between Metro and Multnomah, Washington, and Clackamas counties, as well as much needed intensification of interdepartmental planning within the County.

As the lead agency supporting all of this strategic planning and governance work, the JOHS will be investing heavily in FY 2022 in aligning and successfully completing these various community-led and multi-jurisdictional planning efforts. Specifically, we will: (1) complete and implement a new governance structure to oversee all of our community's ending homelessness initiatives, including the implementation of the SHS Measure; (2) build out an inter-departmental leadership team within Multnomah County to coordinate ongoing SHS Measure implementation, including programming, data alignment, and coordinated administration; (3) complete the "phase 2" planning contemplated by the LIP in areas such as data, geographic equity, supportive housing expansion, behavioral health integration, and shelter and safety on the streets investments; (4) create a regional homeless services data system implementation; and (5) support the establishment of the regional planning body contemplated in the SHS Measure.

## **Shelter System Transformation Continued**

Over the past five years, the JOHS has implemented A Home for Everyone's vision of expanding and transforming the emergency shelter system, in particular for adult only households and families. With the exception of certain capital investments needed to complete the program model at the Lilac Meadows family shelter, the family shelter system is fully transitioned to one where every family has their own room and an array of on-site services to support the transition to permanent housing. On the adult side, there is critical work that will continue in FY 2022 to complete the geographically distributed network of high-quality, community-based, housing-focused congregate shelter sites. We will be making important roof and seismic upgrades to the Willamette Center in Westmoreland and we will start the design and redevelopment of the newly acquired site on N. Lombard and Denver. The JOHS will also continue to work to secure a new high-quality, housing-focused, service-enriched, long-term central city site for women's shelter.

As we complete these transitions to higher-quality shelter programming in the adult system, we will also be supporting the community in implementing a range of new alternative shelter options as part of the submitted SHS Measure-funded COVID-19 recovery investments, and working to transition our COVID-19 physical distancing shelters to other sites or uses. Specifically, we will be working with the City of Portland to identify alternative locations for the C3PO outdoor physical distancing shelters, and will be working with our shelter providers to transition out of the motel shelters in the second half of FY 2022. Because as many as three of those motels will be in public ownership by that time, we will be planning for appropriate alternative uses, including potential transitional and permanent housing.

### **HMIS and Data Redesign**

This fiscal year, the JOHS and Portland Housing Bureau have continued to plan for the eventual transition of Homeless Management Information System (HMIS) responsibilities for the Multnomah County Continuum of Care (CoC) to the JOHS. We expect that transition to be completed in the second quarter of FY 2022. However, because of the benefits to the SHS Measure of regional data integration, and plans at the State to launch their own HMIS implementation, the JOHS will be exploring implementing HMIS not just for Multnomah County, but for the Washington County and Clackamas County CoCs as well. Discussions about the feasibility of this are already underway among the counties.

## STATE/FEDERAL/OTHER FUNDS |

### **HUD - Continuum of Care**

Because of the COVID-19 pandemic, Congress gave approval to the United States Department of Housing and Urban Development (HUD) to renew all existing Continuum of Care (CoC) grants based on last year's awards, adjusted for changes in fair market rent levels. Therefore, there are no new CoC-funded projects in this year's submitted budget, and no reductions or changes to current CoC funded programs. While continued CoC funding is positive, as in past years the HUD funding levels for existing CoC projects are well below the true costs of operating the programs. As a result, the community based organizations receiving the awards struggle to meet outcomes and look to JOHS and County resources to close the funding gap and make the programs fully operational.

Home Forward also received 130 new, ongoing Mainstream Vouchers through the CARES Act and is partnering with the Joint Office to deploy them. These vouchers serve non-elderly people with disabling conditions who are experiencing homelessness. The vouchers cover rent assistance. Support services for 30 of them are provided by Joint Office and other countywide State-funded services through the Homeless Youth Continuum, Domestic Violence Service Continuum, and Multnomah County Assertive Community Treatment (ACT) Teams. Services for the other 100 vouchers will be funded by the SHS Measure and rolled out in FY 2022.

## State of Oregon - Oregon Housing and Community Services

The JOHS continues to actively participate in the State's expanding efforts to address homelessness through policy making and increased funding administered by Oregon Housing and Community Services (OHCS). In FY 2021, the JOHS partnered with the Portland Housing Bureau and the Department of County Human Services to help distribute \$25.0 million Federal CARES Act funding as emergency rent relief, including funding allocated by the State. The JOHS also received nearly \$3.0 million in "Out of the Cold" funding to support expanded shelter capacity. This is in addition to the allocations of State Emergency Housing Assistance and State Homeless Assistance Program funds totaling \$2.8 million in FY 2021 that support a meaningful portion of our year-round shelter capacity.

Going into FY 2022, we anticipate working with OHCS to allocate additional millions in emergency rental assistance related to COVID-19. We will also be working with OHCS and Portland Housing Bureau on aligning State resources with the SHS Measure funds to achieve our permanent supportive housing expansion goals, partnering with OHCS around the statewide and regional HMIS implementation, and our efforts to acquire and convert motels into longer-term housing stock. There are several pieces of legislation that we are also tracking carefully that could impact the formula OHCS uses for funding allocations and our work with unsanctioned encampments and people living in places not meant for human habitation.

## RISKS/OTHER ISSUES |

### Inflow/Outflow - COVID-19

One of the most significant challenges facing our efforts to end homelessness has long been the rate of inflow into homelessness, in particular among BIPOC and people with serious disabling conditions and extremely low incomes. This challenge threatens to grow significantly as a result of COVID-19 and its economic impact on extremely low-income people and Communities of Color. With the SHS Measure, we have an opportunity to get upstream and help prevent a new wave of homelessness, but it won't be nearly enough without a fully coordinated effort with our regional partners, as well large scale investments at the State and Federal levels.

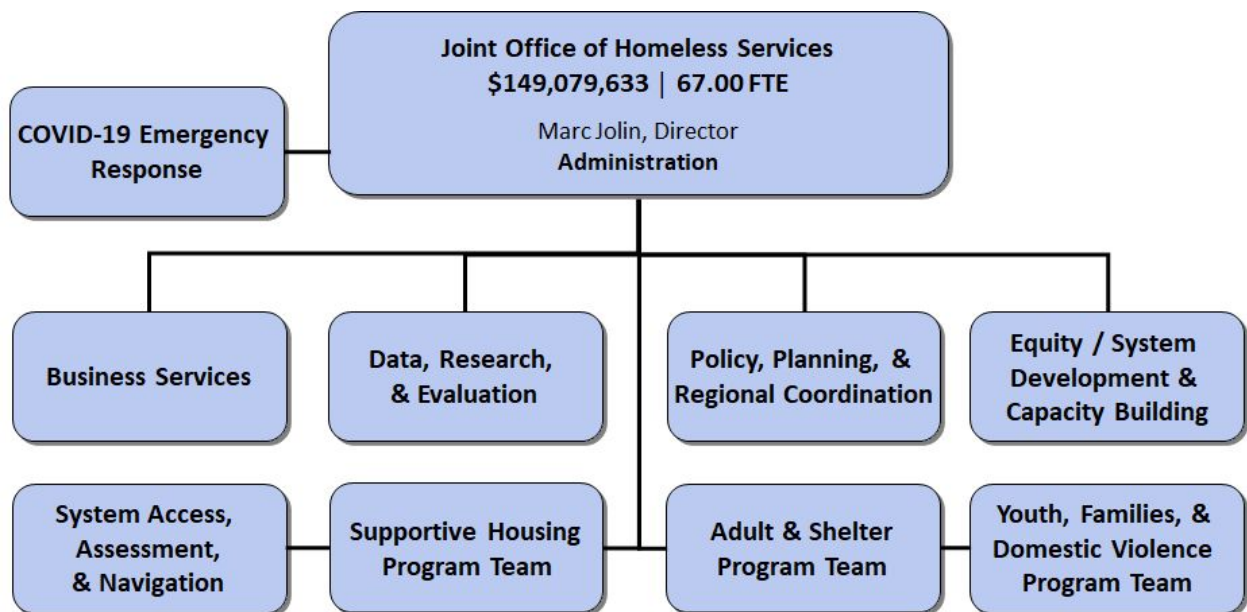
While over the last few years we have been able to steadily expand the number of households leaving homelessness for housing (outflow), and have seen rates of housing placement for BIPOC households meet and exceed their percentage of the homeless population, COVID-19 has had, and will continue to have, a significant adverse impact on outflow. COVID-19 reduced the ability of our community based organizations to do the critical in-person work of engaging with people experiencing homelessness in the challenging work of getting document-ready for housing, finding and applying for housing, and moving in and delivering the critical in-home services needed to stabilize someone in their new housing. While we expect things to begin to improve in the final months of FY 2021, we are anticipating that it will be the second half of FY 2022 before the current system is able to place people at pre-pandemic levels.

## Affordable Housing Market & Income Stagnation

While regional and national market factors continue to impact the inflow of clients into the system, the lack of housing inventory with rents affordable to our community's lowest-income households - in particular the growing population of people with extremely low fixed disability, social security, and veterans benefit incomes - remains the biggest obstacle to the success of our efforts to help people end their homelessness. There are also a growing number of households that rely on minimum wage incomes and are now completely priced out of the private rental market.

Recent estimates suggest a shortage of as many as 30,000 units in our area that are affordable to people who have incomes at 30% of Area Median Income (AMI), or below. The SHS Measure creates an unprecedented opportunity to use long-term rental assistance to meet a significant portion of this unmet need for deeply affordable housing in the region over the coming decade. And, still, by itself the SHS Measure will not be nearly sufficient if there is not also a renewed commitment to the creation of deeply affordable housing at the State and Federal levels, and if Federal policy on benefit levels does not address the growing gap between those levels and the true cost of living in our communities.

## JOINT OFFICE OF HOMELESS SERVICES ORGANIZATIONAL CHART |



## JOINT OFFICE SPAN OF CONTROL |

The span of control for the Joint Office of Homeless Services is 1 to 5.1.