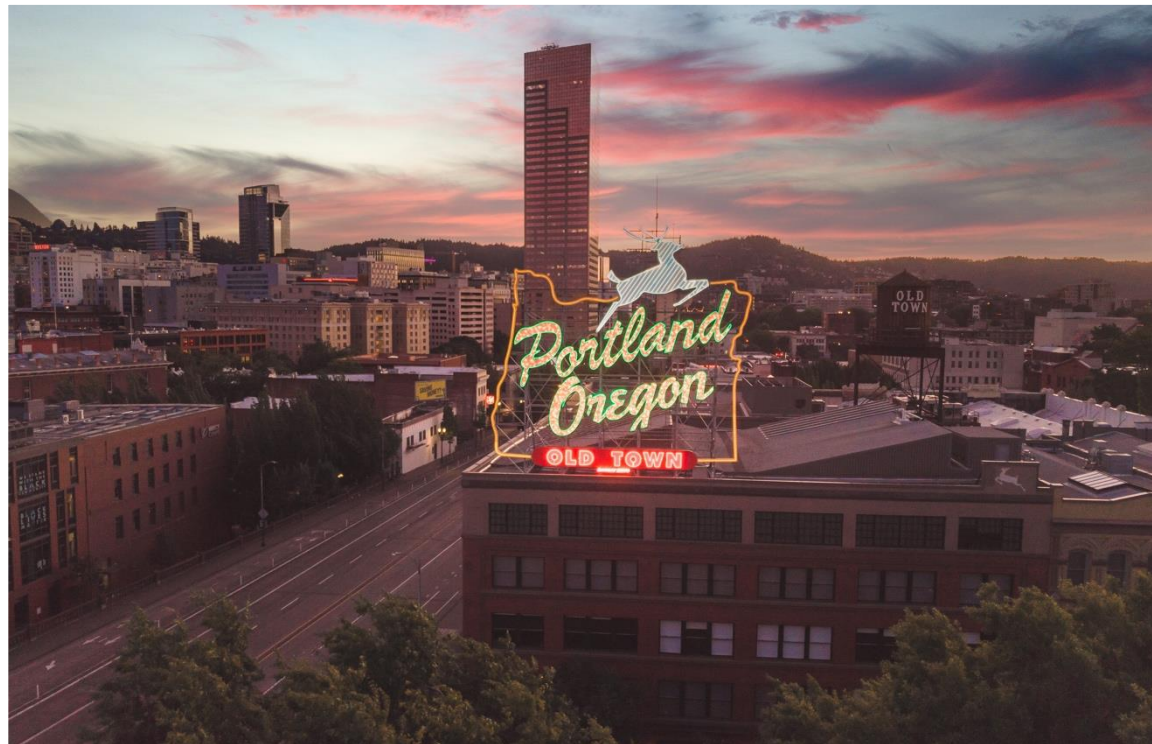


THE PORTLAND, GRESHAM/MULTNOMAH COUNTY CONTINUUM OF CARE 2023-2024 ACTION PLANNING



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.

<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeline</i>	<i>Supporting Resources</i>
<p>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.</p> <p>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.</p> <p>Possible Solutions: Develop and agree upon guiding principles as the foundational element of the CoC board. Possible areas could include:</p> <ol style="list-style-type: none"> 1. Evidence-Based Policy: The committee should prioritize evidence-based approaches to addressing homelessness, using data and research to inform policy recommendations. 2. The CoC Board will formulate policies and provide feedback regarding the collaboration between the Board and the Jurisdictional Ex-Officio members. 3. 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. 4. Transparency and Accountability: The committee should be transparent about its decision-making processes and be accountable to the CoC Board for its actions and recommendations. 	<p>Lead: CoC Board</p> <p>Partners:</p>		

<p>5. Flexibility and Adaptability: The committee should be flexible and adaptable in its approach to addressing homelessness, recognizing that new issues and challenges may arise that require new approaches.</p> <p>6. Inclusivity and Diversity: The committee should strive to be inclusive and diverse, welcoming and valuing input from all members of the CoC Board and representing the diversity of perspectives and experiences within the communities served by the CoC</p>			
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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

<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeline</i>	<i>Supporting Resources</i>
<p>1a. Community Poverty Infrastructure Workplan: Collaborative Conversations and Action Planning Sessions</p> <p>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.</p> <p>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.</p> <p>See Attachment A for an example workplan for this strategy</p>	<p>Lead:</p> <p>Partners:</p>		<p><u>Liberating Structures</u></p>

II. LEARNING AND FUTURE PLANNING

IDENTIFIED RECOMMENDATIONS

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

<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeline</i>	<i>Supporting Resources</i>
<p>2a. Developing Vision and Process for Project Performance</p> <p>(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 success (e) Determining how equity considerations will be built into evaluation</p>	<p>Lead:</p> <p>Partners:</p>		
<p>2b. Vision Statement and Board Approval</p> <p>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.</p>	<p>Lead:</p> <p>Partners:</p>		<p>How to Write a Vision Statement</p>
<p>2c. Develop and Implement Performance Evaluation Tool</p> <p>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.</p>	<p>Lead:</p> <p>Partners:</p>		
<p>2d. Use the Results to Impact System Performance</p> <p>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).</p>	<p>Lead:</p> <p>Partners:</p>		

<p>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.</p> <ol style="list-style-type: none"> 1. Implement the plan for improving project performance. This will require working with grantees, staff, and other stakeholders. 2. 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. 			
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STRATEGY 3.2: Develop strategy to prioritize funding for BIPOC and LGBTQIA2S+ culturally specific organizations to support communities that are disproportionately impacted by homelessness in our region

HOW WILL YOU MEASURE SUCCESS FOR THIS STRATEGY?

➤ PRIORITIZING FUNDING FOR ORGANIZATIONS AND PROGRAMS THAT SERVE BIPOC AND LGBTQIA2S+ INDIVIDUALS AND ENSURING THAT HOUSING AND SERVICES ARE ACCESSIBLE AND WELCOMING TO ALL.

<i>Action Steps</i>	<i>Responsible Parties</i>	<i>Timeline</i>	<i>Supporting Resources</i>
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Issue: In Portland, BIPOC and LGBTQIA2S+ individuals face disproportionate rates of homelessness due to systemic issues such as racism, discrimination, and economic inequality. BIPOC individuals experience higher rates of poverty and housing discrimination, while LGBTQIA2S+ individuals often face conflict from family members and discrimination in employment and housing. Transgender individuals are particularly vulnerable and overrepresented among the homeless population. To address these issues, equity and anti-discrimination efforts are needed, along with targeted resources and services for these populations. This includes prioritizing funding for organizations and programs that serve BIPOC and LGBTQIA2S+ individuals and ensuring that housing and services are accessible and welcoming to all.

<p>2a. Selecting Responsible Parties</p> <p>Select an individual, ad-hoc committee, standing committee, or CoC Board member to lead these efforts. The board strongly advises that those who are be leading this work and who are at the table are disproportionately impacted by homelessness as well as people with lived experience. The Board reserves the right to dictate how much of the leadership composition must come from those populations. Ensure the representation holds power and is not exploitative.</p>	<p>Lead:</p> <p>Partners:</p>		
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<p>2b. Review current prioritization strategies for prioritizing new CoC funding opportunities to respond to BIPOC and LGBTQIA2S+ communities that are disproportionality impacted by homelessness</p>			
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<p>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?</p>			
<p>2c. Develop Vision and Process for CoC Board Approval</p> <p>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.</p>			
<p>2d. Plan Development</p> <p>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)</p>			
<p>2e. Implementation and Evaluation</p> <p>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.</p>			