Continuum of Care Board Meeting
February 15, 2024
11:00 AM - 1:00 PM

Joint Office of
Homeless Services

Land & Labor Acknowledgement

Multnomah county rests on the stolen lands of the Multnomah, Kathlamet, and Clackamas Bands of Chinook Indian Nation; Tualatin Kalapuya; Molalla; and many others along the Columbia River. This country is built on stolen Indigenous land and built by stolen African people. This land was not stolen and people were not enslaved by ambiguous entities and actors. The land was stolen by, and African peoples were enslaved by White settlers who had government support.

We also want to honor the members of over 400 tribal communities who live in Multnomah County. Many of these People and their cultures still survive and resist despite the intentional and ongoing attempts to destroy them.

Let us please take a moment of silence to acknowledge the history of how we are here in this place and to honor the People.

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

Community Agreements

1. Account for power dynamics in the room and in the work.
2. Assume best intentions while honoring impact. Acknowledge that intent does not trump impact.
3. Be accountable. Commit to acknowledging and working through harm caused.
4. Be mindful of privilege, historical structures of oppression, and the shared goal to lead with a lens of equity, inclusion, diversity, and anti-racism.
5. Expect and accept non-closure.
6. Honor the diversity in the room and stay open to different perspectives. There may be several different roads that lead to a great outcome.
7. Language matters. Use intentional, direct, non-violent language. Speak your truth responsibly.
8. Make space, take space. Make space for those who are not speaking up as often, take space if you usually don't speak up.
9. Maintain confidentiality. share lessons learned while keeping names and identifiers confidential.
10. Meet folks where they are at. Do not assume knowledge on behalf of others. Be thorough, clear, and transparent in our dialogue.
11. Refrain from stigmatizing language and use people-first language.

Racial Equity Lens Tool

Questions from GARE and BHD to guide us when a quick decision is needed (longer Equity Lens Tool <u>here</u>):

- What are the racial equity impacts of this particular decision?
- What intersectional identities will be impacted by the proposal?
- Who will benefit and who will be burdened by the decision?
- Are there strategies to mitigate these consequences? What targeted strategies do we add to meet the needs of people of color in order to reduce disparities?

Agenda

| Time	Agenda Item	Facilitator
5 min	Community Agreements, Land and Labor Acknowledgement, RELT Questions	Co-Chairs
10 min	2023 HUD CoC NOFO Award Results	Alyssa Plesser
35 min	HMIS Strategic Sourcing Analysis	Dan Cole (DCA) & Min Chong (Gartner Consulting)
5 min	**Break**	
60 min	Action Plan Breakout Discussions and Report Back (switch to Zoom meeting - closed to public)	Co-Chairs & Strategy Leads

2023 HUD CoC NOFO Awards

On 1/29, HUD posted preliminary award announcements for the FY2023 CoC Competition. Multnomah County received preliminary awards in the amount of **$35,085,070**, including the Planning Grant. This is an increase to our CoC's overall Annual Renewal Demand (ARD) by **13.17%** or **$4,084,174**.

- 21 Permanent Supportive Housing projects – $21,333,800
- 9 Rapid Rehousing projects – $10,736,738
- 2 Transitional Housing projects – $270,428
- 1 Joint Transitional/Rapid Rehousing project - $851,540
- 2 Coordinated Entry projects – $146,898
- 1 HMIS project – $245,666
- 1 Planning Grant – $1,500,000

2023 HUD CoC NOFO Awards

FY 2023 Award by Project Type

30.6%

60.8%
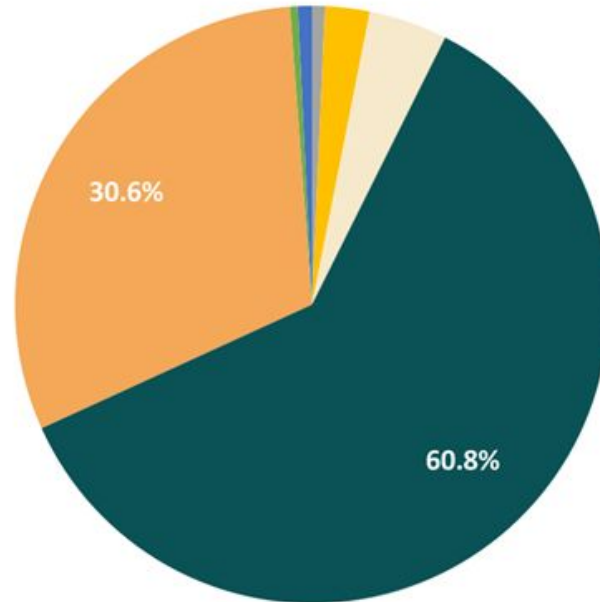
HMIS   Joint TH -RRH   Planning   PSH   RRH   SSO   TH

2023 HUD CoC NOFO Awards

This award includes funding for a new/expansion project through the Multnomah County Domestic Violence Supportive Housing Combined Program in the amount of $783,888.

This funding will provide:

- Rapid Rehousing funds housing 24 survivor households with a focus population of survivors of sex trafficking
- Increased mental health services for survivors across the entire program
- Increased funding for VAWA related costs.

HMIS Technology Strategic Sourcing Analysis

Recommendations and Final Report Executive Summary

February 2024

Engagement #: E000653 | Version 2

DRAFT

Gartner partnered with Multnomah County IT to conduct a Strategic Sourcing Analysis of the Tri-County HMIS Implementation

Context:

The Tri-County's current Homeless Management Information System (HMIS) was implemented in 2006 with the primary purpose of data collection for HUD reporting and administration. Since that time, the homelessness response system has changed dramatically, including changes to the overall homeless services landscape, regionalization of services, and recent State and Regional investments in Housing Services that will advance the system over the next 7-10 years.

Project Goal and Objectives:

- Establish a **comprehensive understanding** of the Tri-County HMIS **current state** and **future state vision**.

- Identify the **business capabilities** required in the future state vision.

- **Identify gaps** between the current HMIS usage and the future-state vision for the HMIS.

- Provide **insights** into the current **market** of HMIS products and solutions available.

- Provide **recommendations** and a final report to guide the Tri-County area toward achieving their HMIS vision.

DRAFT

Gartner

Findings from provider, participant, program staff, system administrators, IT, County, and Regional Leadership formed the foundation of this HMIS analysis.

Conducted **20+ stakeholder interviews** and reviewed **documentation** to inform a **Current State Summary** and **Future State Vision** for the Tri-County HMIS.

Developed a **Business Capability Model** (BCM) for the Tri-County homelessness response system's **needs for the HMIS**.

Completed a **Gap Analysis** identifying which of the defined capabilities are performed within the HMIS.

Structured a **Market Scan Framework** based on the BCM and Vision to apply against potential HMIS vendors.

Performed a **Market Scan** analyzing **the top five best-fit HMIS solutions** based on the Market Scan Framework.

Identified **key project findings about the Tri-County HMIS** and its support system.

Crafted **Recommendations** and a **roadmap** to address key findings as part of a **Final Report**.
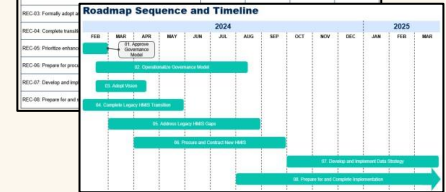
Step 1: Understand

Step 2: Identify

Step 3: Research

Step 4: Analyze

DRAFT

Gartner®

Stakeholders consistently envision an HMIS that supports all the care delivery needs of a modern homelessness response system.

Facilitate regional strategies and data standardization across the homelessness response system

Enable the goals of each county throughout the Tri-County area

Enable equitable access for people seeking care

Provide an effective tool to support people providing care

Provide a consistent tool for standardized data collection and analysis

Facilitate cooperation within and across systems of care

Provide easy access to the information needed to make strategic decisions

Ensure compliance with HUD and other reporting requirements

DRAFT

Gartner®

The Legacy HMIS cannot fully support the expanded HMIS vision. The HMIS impacts the homelessness response system's effectiveness and limits its insights.

Key Takeaways

1 The entire Tri-County regional homelessness response system relies on the HMIS, a **siloed**, **outdated**, compliance-focused platform with **poor quality data** as its single source of insight.

2 The **HMIS hinders the Tri-County** area's ability to effectively demonstrate the **impact of funding** being spent, measure the **effectiveness of housing** interventions, **ensure equitable care**, and **efficiently meet compliance reporting** requirements.
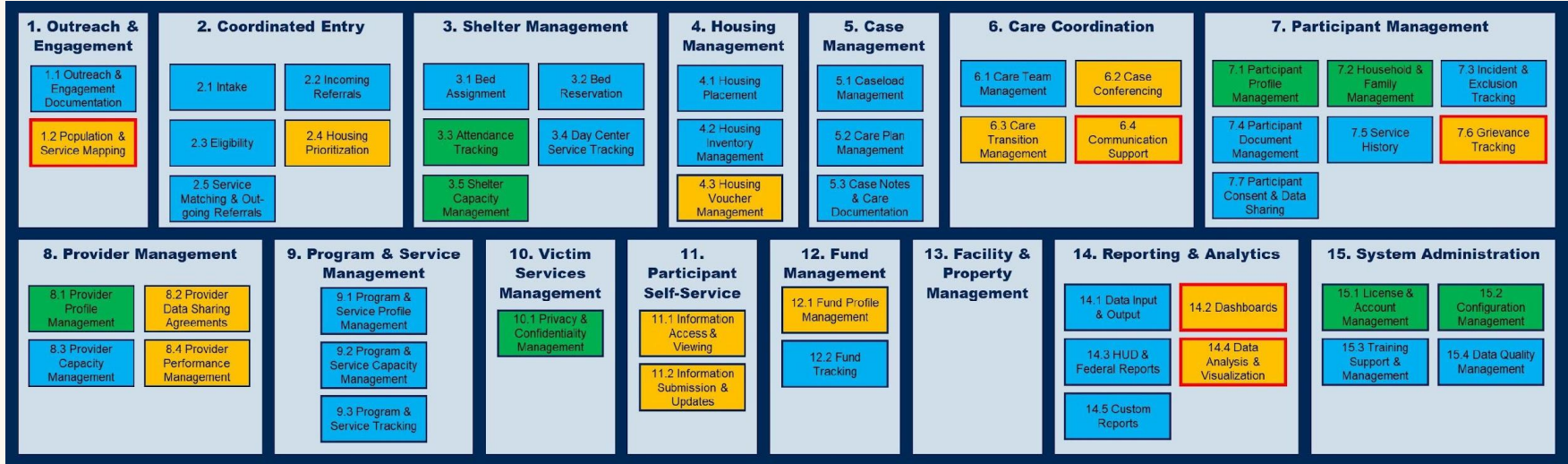
3 The HMIS is **poorly designed** for current needs – users are **actively working around and against the system**, creating **security, data quality, and client care issues**.

4 **Functional and technical limitations** of the legacy HMIS hamper the ability of the Tri-County homelessness response system to achieve its vision for the HMIS as a tool that supports care delivery.

DRAFT

Gartner

There are significant business capability gaps in the legacy HMIS solution – only 8 out of 50 capabilities are fully performed within the HMIS.

1. Outreach & Engagement
- 1.1 Outreach & Engagement Documentation
- 1.2 Population & Service Mapping

2. Coordinated Entry
- 2.1 Intake
- 2.2 Incoming Referrals
- 2.3 Eligibility
- 2.4 Housing Prioritization
- 2.5 Service Matching & Out-going Referrals

3. Shelter Management
- 3.1 Bed Assignment
- 3.2 Bed Reservation
- 3.3 Attendance Tracking
- 3.4 Day Center Service Tracking
- 3.5 Shelter Capacity Management

4. Housing Management
- 4.1 Housing Placement
- 4.2 Housing Inventory Management
- 4.3 Housing Voucher Management

5. Case Management
- 5.1 Caseload Management
- 5.2 Care Plan Management
- 5.3 Case Notes & Care Documentation

6. Care Coordination
- 6.1 Care Team Management
- 6.2 Case Conferencing
- 6.3 Care Transition Management
- 6.4 Communication Support

7. Participant Management
- 7.1 Participant Profile Management
- 7.2 Household & Family Management
- 7.3 Incident & Exclusion Tracking
- 7.4 Participant Document Management
- 7.5 Service History
- 7.6 Grievance Tracking
- 7.7 Participant Consent & Data Sharing

8. Provider Management
- 8.1 Provider Profile Management
- 8.2 Provider Data Sharing Agreements
- 8.3 Provider Capacity Management
- 8.4 Provider Performance Management

9. Program & Service Management
- 9.1 Program & Service Profile Management
- 9.2 Program & Service Capacity Management
- 9.3 Program & Service Tracking

10. Victim Services Management
- 10.1 Privacy & Confidentiality Management

11. Participant Self-Service
- 11.1 Information Access & Viewing
- 11.2 Information Submission & Updates

12. Fund Management
- 12.1 Fund Profile Management
- 12.2 Fund Tracking

13. Facility & Property Management

14. Reporting & Analytics
- 14.1 Data Input & Output
- 14.2 Dashboards
- 14.3 HUD & Federal Reports
- 14.4 Data Analysis & Visualization
- 14.5 Custom Reports

15. System Administration
- 15.1 License & Account Management
- 15.2 Configuration Management
- 15.3 Training Support & Management
- 15.4 Data Quality Management

Rating Definitions
- 🟩 Capability fully performed within the HMIS
- 🟦 Capability partially performed within the HMIS
- 🟨 Capability not performed within the HMIS
- ⬜ Data captured within the HMIS
- 🟥 Data not captured within the HMIS

DRAFT

6

Gartner

Few business capabilities are done exclusively in the HMIS, and many are not done inside the current HMIS at all.

The HMIS does not fully support many essential business capabilities, dramatically **increasing the efforts required to complete them** and the **burden placed on providers and county staff**. These capabilities include:

Outreach & Engagement
- Population & Service Mapping

Coordinated Entry
- Housing Prioritization

Housing Management
- Housing Voucher Management

Care Coordination
- Case Conferencing
- Care Transition Management
- Communication Support

Participant Management
- Grievance Tracking

Provider Management
- Provider Data Sharing Agreements
- Provider Performance Management

Participant Self-Service
- Information Access & Viewing
- Information Submission & Updates

Fund Management
- Fund Profile Management

Reporting & Analytics
- Dashboarding
- Data Analysis & Visualization

Several of these capabilities are critical to achieving the expanded HMIS Vision.

DRAFT

Gartner®

Technical limitations of the current HMIS restrict the ability to perform many business capabilities within the current solution.

The current HMIS does not support:

1 **Mobile compatibility** for access in the field

2 **Geospatial data** for logging services

3 File **imports** for easily entering bulk data

4 **Integrations** with other solutions for efficiently sharing information

5 **Data warehousing** for collecting data from multiple systems of care

6 Customized **analytics and dashboarding** for drawing insights

As a result of these limitations, the current HMIS solution **hampers the Tri-Counties' ability to work towards their collective vision for the HMIS.**

DRAFT

Gartner®

Improvements can be made to the legacy solution to help address some of the gaps.

Key capabilities that re-configuring the system may improve:

Eligibility	Housing Inventory Management	Caseload Management

Case Conferencing	Participant Self-Service

Data Input & Output	Dashboards	Data Analysis & Visualization
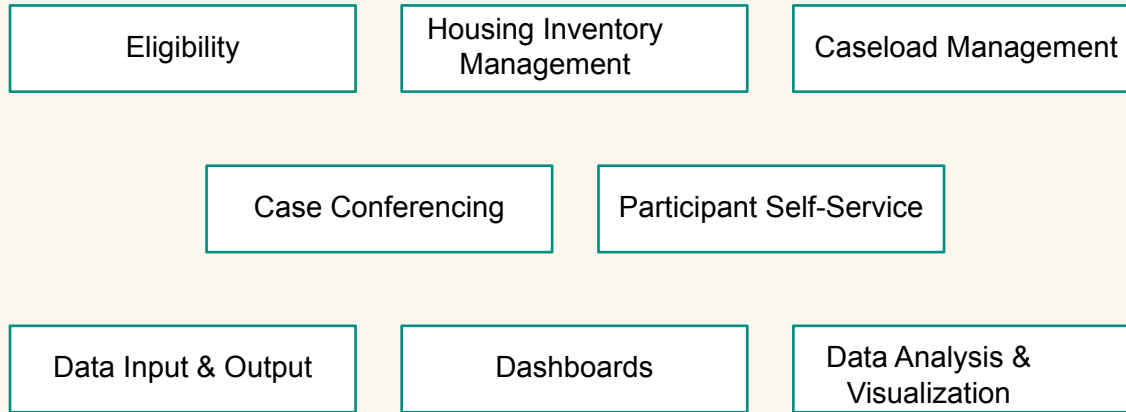
Key pain points to address with the legacy vendor:

- Lack of **data visibility**
- Resolution of **duplicate records**
- Minimizing creation of **duplicate records**

The Tri-Counties will need to determine the **appropriate level of resources** to invest in the legacy solution given that it **cannot meet all the Counties' desired capabilities**.

DRAFT

Gartner®

There are solutions in the market that are likely to better meet the Tri-Counties' HMIS vision and needs.

Key Takeaways

1 There are **two primary HMIS vendors** that service the 15 Continua of Care (CoCs) with the largest homeless counts. These vendors are the most likely to meet the Tri-Counties' HMIS vision and needs.

2 There are additional vendors that **may also meet the Tri-Counties' needs** but are less experienced with complex CoCs or are less HMIS- focused.

3 These solutions all offer significant functional and technical **benefits over the Tri-Counties' legacy HMIS solution**.

DRAFT

Gartner®

Other large, complex Continua of Care use primarily two vendor solutions that are better aligned to the Tri-Counties' HMIS needs.

Criteria	Vendors				
	ADSYSTECH	Bitfocus	Bonterra	eccovia	WellSky ★
OVERALL	M	H	M	H	M
Functional Needs	H	H	H	H	M
Technical Needs	H	H	H	H	L
Vendor / Product Alignment	M	H	L	H	M

Other than the Tri-County implementation, all HMIS for the 15 HUD-defined Continua of Care with the largest homeless counts as of 2023 are provided by Bitfocus or Eccovia or have a custom local solution.

★ *Denotes Tri-County legacy HMIS vendor*

DRAFT

Level of Fit L H

Gartner

Implementation of a new HMIS will be required to provide the Tri-Counties with the desired functional and technical capabilities to achieve the expanded HMIS vision.

Key Takeaways

1 The Tri-Counties will need to **prioritize the business and technical capabilities** required for the HMIS and **determine the best procurement strategy** to acquire the solution that best supports and enables the HMIS Future State Vision.

2 The HMIS procurement will **require business process reengineering** to understand how to operationalize the expanded HMIS vision and ensure the **effectiveness of the new HMIS**.

3 Identifying and addressing participant, provider organization, and staff needs **in advance of implementation** will be critical for success.

Identified recommendations position the Tri-County to achieve its expanded HMIS vision.

The recommendations on the following pages ensure:

1 The right stakeholder representation is involved in HMIS decision-making at the right levels

2 All short and long-term HMIS decisions are focused toward achieving the same vision

3 Limited investments improve use of the legacy HMIS in the short-term

4 A fully capable HMIS solution enables the HMIS vision in the long-term

5 A comprehensive strategy ensures the value of the HMIS data to the Tri-County homelessness response system

DRAFT

Gartner

Gartner has identified 8 recommendations to best position the Tri-Counties to achieve its expanded HMIS Vision.

Recommendation	Urgency	Effort	Complexity
REC-01: Discuss and approve HMIS governance model	Do Now	Low	Complex
REC-02: Initiate and operationalize HMIS governance model	Do Next	Medium	Moderate
REC-03: Formally adopt and socialize expanded HMIS vision	Do Next	Low	Moderate
REC-04: Complete transition of legacy HMIS administration	Do Soon	Low	Moderate
REC-05: Prioritize enhancements to address legacy HMIS gaps	Do Soon	Medium	Moderate
REC-06: Prepare for procurement and contract for new HMIS	Do Soon	Medium	Complex
REC-07: Develop and implement data and reporting strategy	Do When Ready	High	Complex
REC-08: Prepare for and successfully implement new HMIS	Do When Ready	High	Complex

DRAFT

Gartner

Contacts

Client
Sim Ogle
Deputy Chief Information Officer
Multnomah County IT
Phone: (503) 988-1265
Email: sim.ogle@multco.us

Client
Dan Cole
IT Portfolio Manager
Multnomah County IT
Phone: (971) 678-0879
Email: daniel.l.cole@multco.us

Client
Maegan McHenry
IT Project Manager
Multnomah County IT
Phone: (503) 467-9722
Email: maegan.mchenry@multco.us

Gartner
Chris Ragan
Senior Managing Partner
State and Local
Government Gartner
Consulting
Phone: (916) 420-1860
Email:
Chris.Ragan@gartner.com

Gartner
Wadie Rophael
Expert Partner
Gartner Consulting
Phone: (916) 792-5689
Email:
Wadie.Rophael@gartner.com

Gartner
Min Chong
Associate Director
State and Local Government
Gartner Consulting
Phone: (651) 497-1130
Email:
Min.Chong@gartner.com

Gartner
David Lynch
Consultant
Gartner Consulting
Phone: (815) 978-6887
Email:
David.Lynch@gartner.com

DRAFT

Gartner

5 MINUTE BREAK

Action Plan Discussion