

EMERGENCY SHELTER EXPANSION INTERGOVERNMENTAL AGREEMENT

This EMERGENCY SHELTER EXPANSION INTERGOVERNMENTAL AGREEMENT ("Agreement"), effective on April 13, 2023 (the "Effective Date"), is between the City of Portland, Oregon, hereafter referred to as "City," and Multnomah County, hereafter referred to as "County." References to "Subrecipient" below are understood to refer to the City in its role as subrecipient of the state funds described in this agreement. City and County may be referred to jointly in this Agreement as the "Parties," or individually as a "Party."

A. Recitals

Oregon All In

The purpose of the Oregon All In (OAI) initiative is to increase state investments and strengthen the connection between state and local priorities in response to Oregon's long-growing unsheltered homelessness crisis. On January 10, 2023, Governor Tina Kotek declared a state of emergency in response to a 63% rise in homelessness since 2016.

Oregon's Departments of Emergency Management (OEM) and Housing and Community Services (OHCS) have partnered to lead this work with the Office of the Governor. The initial priority in this crisis is to target funding in a coordinated, three-prong effort to (1) prevent homelessness for at least 8,750 households statewide, (2) increase shelter capacity in emergency areas by 600 units, and (3) rehouse at least 1,200 households statewide this year.

Through OAI, the Temporary Alternative Shelter Site (TASS) at 1490 SE Gideon St., Portland, OR 97202, will provide 140 low-barrier sleeping pods housing up to 175 people in a secure, staffed, and supportive shelter program (the "Location"). Through investment in the Location, the Parties intend to expand area low-barrier alternative shelter capacity, provide critical support services, and help unhoused Portlanders rapidly move back into stable housing.

Multnomah County MAC

Housing Multnomah Now will guide the direction of Multnomah County's newly created Multi-Agency Coordinating (MAC) group. A structure borrowed from emergency management practices, the interagency groups are tasked with acting urgently to prevent and reduce homelessness.

The Multnomah County MAC has committed to helping at least 1,500 households to keep their housing, adding 140 shelter beds across the community, and helping rehouse at least 275 people before January 2024. The Location will fulfill the Multnomah County MAC's goal of adding 140 area shelter beds.

Temporary Alternative Shelter Site

The Location will operate based on a compassionate service model that is informed by those with lived experience, including a safe, secure, and hygienic place for residents to meaningfully connect with services to access housing, mental health support, substance use disorder treatment and other critical resources provided by nonprofit and county partners. The Location will complement existing shelters and provide a desperately needed low-barrier option for houseless populations that are not using available shelter beds. The Location will operate as a temporary supporting housing model and will serve as a bridge to more permanent options, preparing unsheltered Portlanders for safe and hygienic affordable housing while also providing them with critical access to services.

Location services may include: restrooms and showers, laundry access, community space, pet area, storage, proximity to transit, Wi-Fi, electricity, and meals. The Location will be managed by a professional service provider who is currently under contract with the City of Portland and has experience in managing large shelters (the "Manager"). The service provider will provide 24/7 management services, with approximately a 1:15 staff to client ratio. The Location will operate using a Built For Zero client-centered public health approach to guide clients through the continuum of care. Clients will be connected with the Location via a referral-based system through a partnership between the Parties. The service provider will also coordinate (with designated City staff) physical, behavioral, and mental health visits from Multnomah County staff and other partners.

B. Agreement

The Agreement includes the following attachments, which are incorporated into this Agreement by reference.

Exhibit A Statement of Work (SOW)

Exhibit B Portland/Gresham/Multnomah County Funding Request for OAI

1. Definitions.

- 1.1. "Funding" means \$6,621,827 received by the County in Fiscal Year 2023-24 from the state of Oregon under its OAI initiative.
- 1.2. "Location" means the TASS at 1490 SE Gideon St., Portland, OR 97202.
- 1.3. "Manager" the service provider contracted with the City to provide 24/7 management of the Location.

2. Term & Termination.

- 2.1. **Term.** This Agreement is effective on the Effective Date, and shall remain in effect until, and including, June 30, 2024 ("Expiration Date"), unless terminated or extended as provided in this Agreement (the "Term").
- 2.2. **Termination.** The Agreement may be terminated at any time by agreement of the Parties that's set forth in writing and signed by both the Parties. If the Agreement is terminated as provided

Exhibit A

in this paragraph, the City shall return to the County any unspent and uncommitted Funding after the effective date of termination. Neither Party shall be liable for indirect or consequential damages. Termination by a Party shall not waive any claim or remedies it may have against the other Party. In addition:

- 2.2.1. Termination by Failure to Receive Funding.** A Party may terminate this Agreement if state laws, rules, regulations or guidelines are modified or interpreted in such a way that the projects funded under the Agreement are no longer allowable or no longer eligible for funding under this Agreement.
- 2.2.2. Cause for Termination; Cure.** It shall be a material breach and cause for termination of this Agreement if the City uses the Funding outside of the scope of this Agreement, or if the City fails to comply with any other material term or condition or to perform any material obligations under this Agreement within 30 days after written notice from the County. If the breach is of such nature that it cannot be completely remedied within the 30 day cure period, then the City shall commence efforts to cure within the 30 days, notify the County of the City's steps for cure and estimated timetable for full correction and compliance, proceed with diligence and good faith to correct any failure or noncompliance, and obtain written consent from the County for a reasonable extension of the cure period.
- 2.2.3. Termination for Cause.** A Party may terminate the Agreement for cause if the other Party fails to comply with or perform a material obligation under the Agreement after providing the breaching Party with 30 days written notice of such breach. Such termination for cause shall be effective at the end of the 30 day period unless a written extension of cure period is granted by the County. The City shall return all Funding not expended or committed for a permissible use as of the date of the termination notice. The City may be entitled to receive just and equitable compensation for any satisfactory work completed on such documents up until the time of notice of termination, in a sum not to exceed the portion of the Funding already expended.
 - 2.2.3.1. Remedy for Termination for Cause.** If this Agreement is terminated for cause, the County, after consultation with the City and consistent with 85 FR 49582, may seek repayment of any misspent, unspent, or uncommitted Funding tendered under this Agreement. The remedies provided in this section are not exclusive of other remedies available to County at law or in equity.

- 3. Scope of Work.** As set forth in detail in **Exhibit A**, the City will use the Funding to establish and operate the Location.
- 4. Payment.** Within five business days of the Effective Date, the County will transfer to the City the Funding via a process agreed to in writing between the Parties.
- 5. Project Managers.** Each Party has designated a Project Manager to be the formal representative for the Agreement and the Location. Except where otherwise indicated, all reports, notices, and other communications required under or relating to the discrete projects within this Agreement shall be directed to the appropriate individual identified below.

Exhibit A

The City's project manager is:
Mike Myers, Community Safety
Division Manager

The County's project manager is:
Dan Field, Joint Office of
Homeless Services Director

6. **Procurement.** The City may enter into procurement contracts or sub-awards with next tier entities as permitted in their award agreement with the State.
7. **Reporting.** Annually during the Term, on the anniversary of the Effective Date, the City shall submit to the County a report that includes the such data as agreed to between the Parties.
8. **Risk Sharing.**
 - 8.1. **Notice.** If any third-party makes any claim or brings any action, suit or proceeding alleging a tort as now or hereafter defined in ORS 30.260 (a "Third-Party Claim") against a Party that one or more of the Parties may have liability, the Party against whom the Third-Party Claim was directed shall promptly notify the other Party in writing of the Third-Party Claim and provide the other Party with a copy of the claim, process and all legal pleadings with respect to the Third-Party Claim that have been received.
 - 8.2. **City Indemnity.** Subject to the conditions and limitations of the Oregon Tort Claims Act (OTCA) and the Oregon Constitution, the City shall indemnify and hold harmless the County, and their officers, agents and employees, or any of them from any and all claims, actions, suits, loss, costs, expenses, and damages of any nature whatsoever, by any reason or arising out of any act or omission of the City, its officers, agents and employees, or any of them relating to or arising out of performing services described in this Agreement. In the event that any suit based upon such a claim, action, loss, or damages is brought against the County, and/or their officers, agents and employees, or any of them, or jointly against the Parties and their respective officers agents and employees, or any of them, the City shall satisfy the same.
 - 8.3. **County Indemnity.** Subject to the conditions and limitations of the OTCA and the Oregon Constitution, the County shall indemnify and hold harmless the City and its officers, agents and employees, or any of them from any and all claims, actions, suits, loss, costs, expenses, and damages of any nature whatsoever, by any reason or arising out of any act or omission of the County, its officers, agents and employees, or any of them relating to or arising out of performing obligations described in this Agreement prior to the Effective Date of this Agreement. In the event that any suit based upon such a claim, action, loss, or damages is brought against the City, and its officers, agents and employees, or any of them, or jointly against the Parties and their respective officers agents and employees, or any of them, the County shall satisfy the same.
 - 8.4. **Indemnification By Services Providers.** After the Effective Date, the City will take reasonable steps to cause its services providers receiving payments from the Funding and that are not units of local government as defined in ORS 190.003, if any, to indemnify, defend, save and hold harmless the County and Metro and their officers, employees and agents from and against any and all claims and losses arising from a tort (as now or hereafter defined in ORS 30.260) caused, or alleged to be caused, in whole or in part, by the negligent or willful acts or omissions of the City's services provider or any of the officers, agents, employees or subcontractors of the services provider.

9. General Provisions.

- 9.1. Cooperation Of Government Units.** This Agreement is an intergovernmental agreement subject to Chapter 190 of the Oregon Revised Statutes. The Agreement is an authorization by a public body under ORS 190.010 for a Party to perform one or more inherent governmental responsibilities for another Party.
- 9.2. Access to, Maintenance of Records.** Each Party is allowed access to the books, documents and other Records of the other Party that are related to this Agreement for the purpose of examination, copying and audit, unless otherwise limited by law. The Parties will retain, maintain, and keep accessible all Records for a minimum of seven years following Agreement termination, unless a longer period of time is required under law. The Parties will maintain financial Records in accordance with generally accepted accounting principles.
- 9.3. Media Releases, Public Acknowledgment.** The Parties acknowledge the value in coordinating public communications about the Funding and will make reasonable efforts to provide notice to each other prior to issuing press releases, holding press conferences, or engaging in other pre-planned public communications about the Location. The Parties will use reasonable efforts to notify each other prior to releasing communications between the Parties to the public.
- 9.4. Notice.** A notice or communication under this Agreement by a Party to another Party is sufficiently delivered if sent with all applicable postage or delivery charges prepaid by: (a) personal delivery; (b) sending a confirmed email copy (either by automatic electronic confirmation or by affidavit of the sender) directed to the email address of the Party set forth below; (c) registered or certified U.S. mail, return receipt requested; or (d) delivery service or "overnight delivery" service that provides a written confirmation of delivery, each addressed to a Party as set forth in **Section 5**.

Each Party may specify a different address for subsequent notice purposes. Notice is deemed effective on the earlier of actual delivery or refusal of a Party to accept delivery, provided that notices delivered by email are not deemed effective unless the individual to whom an email is sent confirms receipt of the email.

- 9.5. Successors; No Assignment, Third-Party Beneficiaries.** This Agreement binds each Party, its successors, assigns and legal representatives. Except as described herein, no Party may voluntarily assign or transfer its obligations to any third-party. Nothing in this Agreement provides any benefit or right to any non-party unless such third-person is individually identified by name in this Agreement and expressly described as an "intended third-party beneficiary" of this Agreement.
- 9.6. Adherence to Law.** The Parties will adhere to all applicable federal and state laws in all activities under this Agreement.
- 9.7. Waivers.** No waiver made by a Party with respect to performance, or the manner or time of performance, of any obligation of another Party or any condition under this Agreement will be considered a waiver of any other rights of the Party making the waiver or a waiver by any other Party. No waiver by a Party of any provision of this Agreement will be of any force or effect unless in writing and no waiver may be construed to be a continuing waiver.

- 9.8. Time of the Essence.** Time is of the essence of this Agreement.
- 9.9. Choice Of Law and Forum.** This Agreement will be construed in accordance with the laws of the state of Oregon and any action brought under this Agreement will be brought in Multnomah County, Oregon, if in state court, and in the United States District Court for the District of Oregon in Portland, if brought in federal court.
- 9.10. Modification Or Amendment.** This Agreement may only be modified or amended by a writing signed by each of the Parties. For the purposes of this **Section 9.10**, the City expressly authorizes the PHB Director or their designee to execute modifications and amendments hereto that do not increase costs or allocate additional risk to the City. No modification or amendment to any provision of this Agreement may be implied from any course of performance, any acquiescence by any Party, any failure of any Party to object to another Party's performance or failure to perform, or any failure or delay by any Party to enforce its rights.
- 9.11. Headings.** Any titles of the sections of this Agreement are inserted for convenience of reference only and will be disregarded in construing or interpreting its provisions.
- 9.12. Counterparts; Electronic Transaction.** This Agreement may be executed in counterparts, each treated as an original, and the counterparts will constitute one document. The Parties agree that they may conduct this transaction, including any amendments or extension, by electronic means including the use of electronic signatures and facsimiles.
- 9.13. Severability.** If any term or provision of this Agreement is held invalid or unenforceable by any court of competent jurisdiction, that holding does not invalidate or render unenforceable any other provision of this Agreement.
- 9.14. Construction and Interpretation.** To the extent consistent with the context, words in the singular include the plural, words in the masculine gender include the feminine gender and the neuter, and vice versa. All provisions of this Agreement have been negotiated at arm's length, and this Agreement may not be construed for or against any Party by reason of the authorship or alleged authorship of any provision of this Agreement.
- 9.15. Implementation.** The Parties agree to take all actions and execute all documents necessary to effect the terms of this Agreement.
- 9.16. No Attorney Fees.** Each Party is responsible for its own attorneys' fees and expenses to enforce any term of this Agreement in the event any arbitration, action or proceeding (including any bankruptcy proceeding) is instituted.
- 9.17. Relationship Of Parties.** Nothing in this Agreement nor any acts of the Parties under this Agreement may be deemed or construed by the Parties, or by any third person, to create the relationship of principal and agent, or of partnership, or of joint venture or any association between the Parties.
- 9.18. Force Majeure.** Neither Party shall be in default of the Agreement by reason of any failure or delay in the performance of its obligations where such failure or delay is caused by circumstances or causes beyond a Party's reasonable control including, but not limited to, civil

Exhibit A

disturbances, riot, rebellion, invasion, epidemic, hostilities, war, terrorist attack, embargo, natural disaster, acts of God, flood, fire, sabotage, fluctuations or non-availability of electrical power, heat, light, air conditioning or equipment, loss and destruction of property.

REMAINDER OF PAGE INTENTIONALLY LEFT BLANK

Exhibit A

BY EXECUTION OF THIS CONTRACT, EACH PARTY ACKNOWLEDGES THAT IT HAS READ THIS CONTRACT, UNDERSTANDS IT, AND AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

Multnomah County

**City of Portland by and through the
Portland Housing Bureau**

By:

By:

Printed: Jessica Vega Pederson

Printed: Carmen Rubio

Title: Chair, Board of County Commissioners

Title: City Commissioner

Date:

Date:

Multnomah County

City of Portland

By:

By:

Printed: Will Glasson

Printed:

Title: Sr. Assistant County Attorney

Title:

Date:

Date:

Emergency Shelter Expansion Intergovernmental Agreement

Exhibit B – Scope of Work

- City will use Funding at the temporary alternative shelter site and shelter operations at the Temporary Alternative Shelter Site at 1490 SE Gideon St., Portland, OR 97202.
- City has full control and discretion over any and all operations and administrations of the temporary alternative shelter site, including but not limited to determining how Funding will be budgeted for this temporary alternative shelter site.
- City has the authority to make any and all adjustments and modifications regarding the scope and breadth of activities and services that will be delivered at this temporary alternative shelter site.
- City's obligations and performance are contingent on County's obligation for payment as described in the Agreement.

Oregon's ALL IN: Regional Planning Template and Funding Request

OR-501 (Portland/Gresham/Multnomah County)

Contents:

- [Overview](#)
- [Process](#)
- [Data Collection](#)
- [Community Analysis](#)
- [Goal Setting](#)

Overview

The purpose of Oregon's **All In initiative** is to increase state investments and strengthen the connection between state and local priorities in response to Oregon's long-growing unsheltered homelessness crisis. On January 10, 2023, Governor Tina Kotek declared a state of emergency in response to a 63% rise in homelessness since 2016. Oregon's Departments of Emergency Management (OEM) and Housing and Community Services (OHCS) have partnered to lead this work with the Office of the Governor.

The initial priority in this crisis is to target funding in a coordinated, three-prong effort to 1) **prevent homelessness** for at least 8,750 households statewide, 2) **increase shelter capacity** in emergency areas by 600 units, and 3) **rehouse** at least 1,200 **households** statewide this year.

The Oregon Housing and Community Services Department will deliver \$130,000,000 in funding to seven of Oregon's Continuums of Care (CoCs) deemed emergency areas. OEM and OHCS will lead this work and coordinate state agency

support for local implementation. Over the course of the year, state partners will support regional and community partners in the emergency areas to:

Phase 1: January–February

- Determine additional state funding opportunities for unsheltered homeless services
- Establish and begin managing MAC (multi-agency coordination) teams

Phase 2: February–March

- Determine regional impact and needs
- Gather community priorities
- Project this year’s progress and possibility
- Set goals and milestones
- Confirm draft regional plan

Phase 3: March–April

- Determine local capacity for approved plan

- Identify outstanding support and resource needs
- Develop local implementation plans

Phase 4: April–December

- Monitor systems improvement
- Iterate on regional plan and strategies
- Support continuous quality improvement

Phase 5: August–December

- Document lessons learned
- Determine regional impact for 2023 and 2024 needs
- Celebrate and build on successes for 2024 planning

This **Regional Planning Template and Funding Request** is the framework for Phase 2 and is designed to support regional planning and streamline the state’s funding process for homeless services under EO-23-02.

Process

In February 2023, OHCS and OEM will convene regional and local leaders to provide an overview of Phase 2: Regional Planning and Funding Requests. This document covers the three steps of Phase 2:

- 1) Data Collection
- 2) Community Analysis
- 3) Goal Setting

This document can be used as a guide throughout Phase 2 and as a repository for qualitative data and community decisions and plans. State partners have attached an editable spreadsheet to this document, which will serve to collect data and automate calculations and projections necessary to the planning and funding process. Phase 2 is outlined below with items captured in the spreadsheet noted with an *.

Data Collection

- Partners*
- Population*
- Services*

Community Analysis

- Stakeholder Engagement
- Data Review
- Impact Analysis

- Community Priorities
- Unmet Needs

Goal Setting

- Priority Strategies
- Projections*
- Confirm Goals
- Milestones

Data Collection

Early in this phase of work, MAC teams and CoCs are encouraged and can be supported in seeking input from people with lived expertise and/or experience of homelessness (people who have or who are currently experienced of homelessness). This input should be prioritized in discussion and decision-making. State agencies and technical assistance providers are available to support this coordination as needed upon request through MAC teams. The region's spreadsheet* should be used to capture a comprehensive list of partners and expertise engaged in Phase 2.

The data collection work outlined below requires the accompanying spreadsheet where MAC teams will collect the data necessary to inform local projections, analysis, and priorities. Use of the spreadsheet is noted with an asterisk (*) throughout this template.

Partners

MAC teams will work with Continuums of Care to identify key partners in regional and local strategic planning for unsheltered homeless services to inform stakeholder engagement from the beginning of the regional process. Given the critical systems operations and service provision already underway, communities may elect to have representatives to this process to share information for and with multiple stakeholders and coalitions.

The initial data and impact analysis* offered by state partners should inform whether and which additional partners should be invited to the table, particularly those representing communities and subpopulations who are disproportionately impacted by unsheltered homelessness in each region.

During the data collection process in Phase 2, MAC teams and CoCs should prioritize community engagement efforts identify preexisting connections or plan for outreach to culturally specific service providers, identity- and interest-based community groups, community organizers, and other formal and informal representatives of disproportionately impacted groups across the region.

This engagement and partnership should be prioritized over the quantitative data outlined below in early in Phase 2 because their specific perspectives will significantly improve the efficacy of the community's strategies given the disparate impact of the crisis on their communities and their resulting expertise.

Population

State partners have documented* each CoC's 2022 Point-in-Time data as well as each CoC's census data to better understand the impact of unsheltered homelessness at the subpopulation level in each region. Through the contracting process, MAC teams will be asked to coordinate HDX 2.0 access for state agencies to establish more accurate baselines and projections using annual rather than point-in-time data.

Subpopulation data is captured here based on the following publicly available demographic data for the general population as well as data specific to those experiencing homelessness: household makeup (individual/family), age or service (youth and veterans), and race and ethnicity. This initial data analysis* is intended to highlight which subgroups in

the region are at a disproportionately high risk of experiencing unsheltered homelessness. During Phase 2, there is no additional data input or quantitative data analysis required.

The region's data and impact analysis should be shared with partners engaged in the regional planning and funding request process. As information is gathered about the specific challenges, opportunities, and efforts already underway, MAC teams will document and build on that information to inform the region's priority strategies and goals.

Services

All In is focused on three core components of our statewide response to unsheltered homelessness: rehousing people experiencing unsheltered homelessness, preventing unsheltered homelessness, and shelter.

MAC teams will gather and input data* to capture the relevant types of services, units, availability, and costs across the region. This will include all federal, state, local, and philanthropic contributions and funding for shelter, rehousing, and targeted homelessness prevention.

As communities identify priority strategies for each of these three areas, partners will refer to this data to identify capacity restraints and opportunities to invest in additional capacity. State agencies will also use this data to better understand and support communities in navigating unstable funding streams during and preceding the COVID-19 pandemic.

Community Analysis

Part 1: Community Engagement and Data Review

- 1) Please summarize your community engagement processes and the efforts made to ensure that the perspectives of people experiencing homelessness, frontline service providers, and groups at a high risk of experiencing homelessness inform regional priorities throughout Phase 2. Please list decision making processes and track community engagement efforts here as well.

Our community relies on robust partnerships with diverse partners to shape both ongoing and innovative strategies. Our inaugural plan coalesces around the last seven years of work led by the Joint Office of Homeless Services, a Home for Everyone, the guidance provided by the Welcome Home Coalition, the 2023 Here Together Road Map, our Supportive

Services Oversight Committee, and the CoC Board. Ultimately, this guidance shaped our community’s response towards urgent action on resolving unsheltered homelessness. Our initiative, Housing Multnomah Now, will oversee and implement the directives of the EO and the Multnomah County Chair. Over the next several weeks, we will bring these refined, urgent directives to our advisory bodies, coalitions, and service partners to further define and refine our strategies. Our initial MAC is active, and we will continue to refine membership, engagement, and focus as we move through Phase 2 and Phase 3. Given the timeline from EO declaration to today, we believe we have incorporated meaningful perspective, voices, and engagement from our ongoing, iterative work to serve people experiencing and at-risk of homelessness. We will hold ourselves accountable to continuous quality improvement, both to the goals and directives of the EO and to those most impacted by the strategies and priorities set forth through this initiative.

- 2) MAC teams and CoCs will seek input from disproportionately impacted groups and communities in an ongoing effort to develop a shared understanding of individual and regional challenges facing people experiencing unsheltered homelessness. Please add any additional qualitative or quantitative data or information that was shared to better understand the impact of unsheltered homelessness on their communities.

In order to respond to the ongoing needs of communities disproportionately likely to experience homelessness, Multnomah County will conduct a three-pronged approach to community engagement throughout the implementation of the Oregon All-in:

- **Provide monthly updates and receive feedback from the JOHS equity and lived experience advisory groups**
- **Quarterly listening sessions with community members that represent subpopulations 1-5**
- **Regularly meet with culturally specific providers and adjust supports based on the needs they identify**

Part 2: Impact Analysis

In addition to the data found throughout this planning template, the Joint Office of Homeless Services’ public Tableau dashboard can be found [here](#).

- 3) How many people experiencing unsheltered homelessness did your Continuum of Care region house in 2022?

In FY22, 1,504 unsheltered individuals moved into permanent housing. This was captured in HMIS as people tracked as unsheltered who exited to permanent housing. This amount is likely an undercount, but based on HMIS data.

4) Based on quantitative data and qualitative community input, these five groups have a disproportionately high risk of experiencing unsheltered homelessness:

- a. Subpopulation 1: Black, African American, or African***
- b. Subpopulation 2: Native Hawaiian or Other Pacific Islander***
- c. Subpopulation 3: American Indian, Alaskan Native, or Indigenous****
- d. Subpopulation 4: Latina/Latino/Latinx*****
- e. Subpopulation 5: LGBTQIA2S+*****

***Prevalence of “more than 1 of every 50 people” in Multnomah County per 2022 PIT and Census data and the TriCounty area 2022 PIT and Census data (Oregon ALL IN Planning Workbook, Disparities Analysis by CoC tab)**

****Prevalence of “more than 1 of every 50 people” in the TriCounty area per 2022 PIT and Census data (Oregon ALL IN Planning Workbook, Disparities Analysis by CoC tab). Due to our increasingly regionalized efforts to end unsheltered homelessness and eliminate racial disparities we have elected to include the subpopulations experiencing the greatest disparities in the TriCounty Area.**

*****Based on multiple community engagements conducted by the JOHS from 2019–2022.**

5) What percentage of people experiencing unsheltered homelessness who exit to permanent housing, return to homelessness within 6 months?

17%

6) What percentage of people experiencing unsheltered homelessness who exit to permanent housing, return to homelessness within 6-12 months?

7%

7) On average, how many people experiencing unsheltered homelessness does your Continuum of Care region exit to permanent housing each month?

125

8) What culturally specific services are available and accessible to each of the five groups of people experiencing unsheltered homelessness in your Continuum of Care region?

- a. Subpopulation 1: Black, African American, or African**
- b. Subpopulation 2: Native Hawaiian or Other Pacific Islander**
- c. Subpopulation 3: American Indian, Alaska Native, or Indigenous**
- d. Subpopulation 4: Latina/Latino/Latinx**
- e. Subpopulation 5: LGBTQIA2S+**

Joint Office contracted culturally specific providers *(does not include culturally specific services/programming within dominant culture organizations)*

- **Self Enhancement Inc (SEI)**
- **Straightway Services**
- **Black and Beyond the Binary Collaborative (subcontract with JOIN)**
- **Greater New Hope (through Rockwood CDC)**
- **Urban League**
- **Family Essentials**

- **Immigrant and Refugee Community Organization (IRCO)**
- **Native American Rehabilitation Association (NARA)**
- **Native American Youth and Family Center (NAYA)**
- **Latino Network**
- **Hacienda CDC**
- **El Programa Hispano Catolico**

Other culturally specific services across the CoC region (not exhaustive):

- **Black Mental Health Oregon**
- **Kairos PDX**
- **CAIRO**
- **Black Parent Initiative**
- **IRCO - Africa House**
- **AYCO - African Youth Community Organization**
- **PSU Native American Student and Community Center (NASCC)**
- **APANO**
- **Utopia PDX**
- **IRCO Asian Family Center**
- **Q Center**
- **Our House**
- **SMYRC**
- **Equi-Institute**

9) What specific services or supports are available for individuals in these groups to access and sustain mainstream (education, health care, Social Security, etc.) services and community connections once people are housed?

- Subpopulation 1: Black, African American, or African**
- Subpopulation 2: Native Hawaiian or Other Pacific Islander**

- c. **Subpopulation 3: American Indian, Alaska Native, or Indigenous**
- d. **Subpopulation 4: Latina/Latino/Latinx**
- e. **Subpopulation 5: LGBTQIA2S+**

Many of the culturally specific providers identified in the response to question 8 provide culturally specific programming in education, healthcare, social security, and other services.

Mainstream benefits: All CoC providers provide direct support to participants to enroll in and increase non-employment cash income, and/or refer them to programs that specialize in benefit acquisition. The CoC tracks projects' rates of participant connection to benefits and includes this as an annual project evaluation criteria. In addition, the Joint Office of Homeless Services funds the CoC's Benefits & Entitlements Specialist Team (BEST) that provides individualized support to people with disabilities experiencing homelessness to expedite and appeal applications for SSA entitlements. BEST partners with 170+ organizations across systems (homelessness/housing, health, corrections, education, etc.) to increase access to mainstream benefits and services for vulnerable community members across the CoC. CoC providers also discuss access to mainstream benefits at the time of Coordinated Entry assessment and monthly Coordinated Entry case conferencing meetings serve as a place for providers to problem solve barriers that participants face accessing these benefits.

Education and employment: The Joint Office of Homeless Services invests in the Workforce Development Board's Employment Opportunity Program, which integrates employment/education services and housing assistance through partnerships with homeless service providers. EOP Career Coaches are stationed in WorkSource Oregon offices, throughout the CoC's geographic area, for better connection and smoother referrals for participants to mainstream employment and education services. Supported Employment program provides intensive job development and on-the-job coaching for people with significant barriers to employment such as extended periods of homelessness. Employment services are integrated into homeless & housing services across the CoC to increase employment income & access. All CoC providers offer employment-specific programming in-house and/or partner with employment programs. Our providers also partner with WIOA and SNAP-funded employment and training programs. The CoC also funded the Employment Recovery Project, which uses a supported employment model to connect adults with multiple barriers (criminal and substance abuse histories) to jobs.

Health care: The CoC works with Oregon Health Authority, federally qualified health centers, VA med center, careoregon, hospitals & county health to increase insurance outreach & connection. The CoC Health Connections program provides Medicaid enrollment assistance and service coordination for people experiencing homelessness discharged from hospitals; & Peer Health Navigators assist people experiencing homelessness to access health insurance & engage with primary & mental healthcare. The CoC also contracts with Portland Street Medicine to provide medical outreach to those living unsheltered. The CoC partnered with Health Share of Oregon (Medicaid Coordinated Care Organization) and CareOregon (nonprofit health plan) to co-design a solicitation for site-based PSH projects serving people with complex physical and/or behavioral health challenges and people in recovery from substance use disorder. This solicitation led to funding 65-apartments of recovery-oriented PSH within a new affordable housing development that will open its doors in summer 2023. Our CoC funds a number of interventions to ensure that people experiencing unsheltered homelessness have access to healthcare. These interventions include: Community Health Worker outreach to connect individuals to culturally-specific mediation, mental health and addiction services; health connection navigators that provide immediate access to medical support, health navigation, and housing connections for people exiting hospitals who would otherwise be discharged to homelessness; peer health navigators who are certified as Peer Support Specialists and assist people experiencing homelessness who have barriers to engaging with primary care, mental health, and addictions providers with the goal of establishing care and connecting people to services that assist in returning to permanent housing.

Part 3: Community Priorities

10) Please select **all** local needs that are immediate and major barriers to your Continuum of Care's efforts to support people experiencing unsheltered homelessness in regaining housing, safety, and stability.

Priority

- Housing Affordability**
- Affordable Housing Landlord Engagement**
- Substance Use Disorder Care and Services**
- Mental Health Care and Services**
- Service Providers – Organizational Capacity**

- Service Providers – Staff/Salary**
- Emergency Shelter Shortage
- Tenant-based rental assistance**
- Project-based rental assistance
- Housing Choice Vouchers**
- Signing bonuses
- Transportation assistance
- Rent buy-down**
- Family reunification transportation assistance
- Flexible emergency funding**
- Peer support Services
- Targeted subsidies
- Food security payments
- Flexible System Funding/Costs
- Street Outreach Services**
- Rapid Rehousing Projects
- Service Providers – Specific Expertise**
- Medical Care
- Housing Development**
- Housing Navigation Services**
- Operating costs**
- Repairing damages
- Room and board payments
- Security deposits
- Planning and development
- Project management
- Service coordination and integration
- Staffing**

- Other flexible forms of financial assistance
- Housing-focused Case Management**
- Housing problem-solving assistance

Secondary

- Skilled Nursing Facility Care**
- Nursing Home Shortage
- Manufactured Housing
- Marketing materials
- Other renovations
- Cleaning or maintenance (e.g., hoarding prevention)**
- Conflict mediation Services

11) For each of the three subpopulations identified above as **disproportionately likely** to experience unsheltered homelessness in your region, please identify which of these needs most significantly and specifically impact their ability to regain and retain housing.

- **Subpopulation 1: Black, African American, or African**
- **Subpopulation 2: Native Hawaiian or Other Pacific Islander**
- **Subpopulation 3: American Indian, Alaska Native, or Indigenous**
- **Subpopulation 4: Latina/Latino/Latinx**
- **Subpopulation 5: LGBTQIA2S+**

The JOHS relies on the expertise of culturally-specific providers to identify community-specific needs. Many of the local needs identified as immediate barriers above have been named in our community engagement with culturally-specific

providers over the past four years. JOHS will conduct ongoing community engagement with the culturally specific providers who serve and support the subpopulations identified above in order to identify community and provider needs, including training and/or capacity-building for providers, support services, and funding (see community engagement plan). Community engagement with these providers will be initiated in April, and budgetary adjustments will reflect the needs identified by culturally-specific providers. The JOHS proposes that, where available, the percentage rates at which each of the identified subpopulations experience homelessness be applied to the budget and accordingly allocated for placements to the culturally-specific providers and programs who serve each community. This is consistent with the JOHS commitment to serve populations experiencing disparities at rates equal to or higher than their representation in the overall population of people experiencing homelessness. Further community engagement will inform budget allocation to culturally-specific providers who serve subpopulations identified through community engagement feedback (subpopulations 4 and 5).

JOHS will also consult culturally-specific providers to identify whether the communities they serve are experiencing homelessness in the identified geographic areas, or whether those placements will be engaged outside of the geographic areas identified by the MAC.

12) Please list the region's five most urgent and critical (important but not immediately time sensitive) unmet needs, choosing from the selected list above.

- **Most Urgent: Housing Choice Vouchers, Rental Assistance, Supportive Services, TBRA**
- **Urgent and Critical: Mental health and SUD services**
- **Time Sensitive and Very Important: Service provider capacity and salary**
- **Not Time Sensitive but Very Important: Cleaning or maintenance**
- **Important: Emergency Shelter**

Goal Setting

Each region will determine priority strategies that will target its All In investments across its three goals. MAC teams and CoCs will rely on the data and community analysis above to inform which of these strategies to prioritize. MAC teams and CoCs may gather additional data to better understand what local capacity and limitations should guide these investments.

Based on the supports most needed and the services currently available in your region, please check **only** the boxes for the investment strategies that would **most benefit** your community's efforts to rehouse people experiencing unsheltered homelessness.

Part 1: Strategies to prevent unsheltered homelessness

Technical assistance and support to integrate housing problem-solving into street outreach.

Food security payments

Other flexible forms of financial assistance

Offering flexible housing-related funding for institution-involved families, youth, and single adults who formerly exited or are currently exiting a publicly funded child welfare and foster care, juvenile and adult corrections, long-term care, health, and mental health and substance use treatment facility by providing flexible funding that to reduce housing instability. Eligible activities include:

Offering flexible housing-related funding for older adults and people with disabilities – including people with mental health conditions and/or substance use disorders –to reduce housing instability by providing access to housing-related home- and community-based services. Eligible activities include:

- Housing-focused case management**
- Service coordination and integration**
- Targeted subsidies**
- Flexible emergency funding**
- Room and board payments**
- Transportation assistance**

- Housing-focused case management
- Service coordination and integration
- Targeted subsidies
- Flexible emergency funding
- Room and board payments
- Transportation assistance
- Food security payments

Other flexible forms of financial assistance

Funding encampment-specific prevention and shelter diversion to permanent housing or family reunification (if safe and appropriate) to prevent people that have been placed in permanent housing from losing their housing and falling back into unsheltered homelessness. Eligible activities include:

- Housing-focused outreach**
- Housing-focused case management**
- Family reunification transportation assistance**
- Housing problem-solving assistance**

Flexible emergency funding

Expand or establish geographically robust street outreach efforts that provide access to the full menu of services available in your community. Eligible activities include:

- Service coordination and integration**
- Harm reduction training**
- Peer support**
- Housing problem-solving assistance**
- Conflict mediation**
- Family reunification transportation assistance**

Part 2: Strategies to increase shelter capacity for individuals and families experiencing unsheltered homelessness

Technical assistance and support to re-evaluate current emergency shelter rules that may unnecessarily punish, divert, harm, or discourage people from staying in emergency shelter and seek unsheltered respite.

Expand non-congregate shelter through acquisition and development through the following eligible activities:

- Acquisition of existing structure or vacant land
- Demolition costs
- Development hard costs**

Site improvements

Related soft costs

Replacement reserve

Expand emergency shelter bed capacity through the following eligible activities:

- Major rehabilitation
- Conversion
- Other renovation

Part 3: Strategies to rapidly rehouse individuals and families experiencing unsheltered homelessness

- Technical assistance and support to establish or strengthen your Continuum of Care region's relationship with Public Housing Authorities to coordinate on securing available voucher resources to rehouse individuals and families experiencing unsheltered homelessness.
- Technical assistance and support to examine, revise or strengthen your Continuum of Care region's coordinated entry prioritization policies and practices to rapid rehouse individuals and families experiencing unsheltered homelessness.**
- Technical assistance and support to analyze your Continuum of Care region's funding portfolio to identify braided funding opportunities to increase its capability to rapidly rehouse individuals and families experiencing unsheltered homelessness.**
- Technical assistance and support to develop and implement an encampment strategy to focus rehousing efforts and reduce the number of encampments.**
- Expand or develop a landlord incentive package to establish a pool of units with reduced or eliminated tenancy screening criteria to rehouse people experiencing unsheltered homelessness. Eligible activities include:
 - Planning and development
 - Marketing materials
 - Holding fees
 - Signing bonuses
 - Security deposits
 - Rent buy-down
 - Repairing damages
 - Cleaning or maintenance (e.g., hoarding prevention)
- Develop and implement a housing surge and/or housing fair. Eligible activities include:**
 - Staffing**
 - Admin**
 - Project management**
 - Fiscal Agent**
 - Tenant-based rental assistance**
 - Housing-focused case management**
 - Third-party inspection services**
- Develop and implement a master leasing program. Eligible activities include:
 - Staffing

- Admin
- Project management
- Fiscal Agent
- Project-based rental assistance

- Housing-focused case management
- Third-party inspection services
- Operating cost

Goals

Please identify what goals your Continuum of Care is prepared to set and work toward this year for each area, assuming financial support from the state for implementing some or all the strategies marked above, as well as technical assistance and collaboration.

Quantify your goal to contribute towards this statewide effort and identify the number of households, beds, and/or people you will be able to serve with additional resources.

- **Prevent homelessness**

Through our Community Action Agency, our region will prevent homelessness for a minimum of 1,426 households by this date: 1/10/2024.

- **Increase shelter capacity**

Our CoC Region will add 140 emergency shelter beds by this date: 1/10/2024.

- **Rapidly rehouse**

Our CoC Region will rapidly rehouse 275 people experiencing unsheltered homelessness by this date: 1/10/2024.

Outreach, Shelter Bed Increase, and Rapid ReHousing Strategies

Shelter Strategy

Through Oregon All In (OAI), The Joint Office of Homeless Services will support the creation of 140 eligible shelter units by expanding low-barrier alternative shelter capacity and providing critical support services to help people rapidly move back into housing. The Gideon Temporary Alternative Shelter Site (TASS) will provide 140 low-barrier sleeping pods in a secure, staffed, and supportive shelter program.

- **Site:** Gideon Temporary Alternative Shelter Site (TASS) – 1490 SE Gideon St., Portland
 - Developed by the City of Portland
- **Key dates:**
 - April 2023:
 - Pod structures purchased
 - April – June:
 - Pod structures manufactured
 - Site development (utilities, fencing, etc.)
 - June:
 - Pod manufacturing complete
 - Pod installation and final site preparation
 - July 2023: Site begins accepting referrals
- **Capacity:** 140 pods
- **Operator:** The City of Portland completed a competitive bidding process for the operator of the TASS site. [Urban Alchemy](#) was selected as the site operator.
- **Site services:** hard-sided individual sleeping pod structures with electricity, HVAC, and a locking door; meals; hygiene facilities; community space; pet area; storage; access to transit; wifi; secure site and entry; 24/7 staffing.
- **Budget detail (April 2023–December 2023):**
 - OAI funds will be used to purchase the pod sleeping structures and fund the ongoing site operations.
 - Multnomah County will enter into an Intergovernmental Grant Agreement (IGA) with the City of Portland to pass-through OAI funds for the purpose of providing 140 beds of low-barrier alternative shelter. The City of Portland is responsible for contracting, operations, and maintenance of the Gideon TASS, as described below. As a subgrantee of Multnomah County, the City of Portland is responsible for complying with the IGA and adhering to the grant agreement, conditions, reporting, and expectations of Multnomah County in accordance with the OAI grant agreement for the operation of the TASS.
 - The City of Portland will fund the one-time capital site improvements (detailed below).
 - Gideon Temporary Alternative Shelter Site (TASS) project will be prioritized by the City of Portland and awarded funds will be applied towards the project as described. The City understands that the funding will be awarded from OAI to

Multnomah County through the MAC. The City will enter into an IGA with Multnomah County to receive these funds to pay for TASS services as described. The City will carry General Funds currently allocated for the Gideon TASS forward into FY23-24 and retain them for TASS use to allow for the extension of operations post the end of the MAC award period of January 10, 2024.

ITEM	ESTIMATED COST	COST TYPE	SOURCE
Site Lease (1490 SE Gideon St., Portland)	\$ 360,000	Ongoing operation pass through to City of Portland	OAI
140 Pods (LIT Solutions ModPod - \$20k per pod)	\$ 2,800,000	One-time capital	OAI
Operations (Contractor - Urban Alchemy): 24/7 staffing including care coordination, guest service practitioners, site ambassadors; meals; hygiene and supplies	\$ 3,207,327	Ongoing operations, pass through to City of Portland	OAI
Client services (ex. birth certificates and new employment costs - uniforms, food handlers cards, etc.)	\$ 42,000	Ongoing operations, pass through to City of Portland	OAI
Utilities (electrical, sewer, water, garbage)	\$ 125,000	Ongoing operations, pass through to City of Portland	OAI
Building maintenance, supplies & repairs	\$ 75,500	Ongoing operations, pass through to City of Portland	OAI
Pest Control	\$ 12,000	Ongoing operations, pass through to City of Portland	OAI
Site Development (site design, electrical upgrades, permits, hygiene and laundry facilities, kitchen build out, outdoor furniture and covered structures, fencing, dog runs, existing building improvements, utility connection)	\$ 1,500,000	One-time capital	City of Portland
TOTAL COST	\$ 8,121,827		
TOTAL COST TO Oregon All In	\$ 6,621,827		
TOTAL COST TO CITY OF PORTLAND	\$ 1,500,000		

Outreach Strategy

The Joint Office of Homeless Services will expand outreach and engagement capacity by contracting with service providers to hire and deploy 16 new outreach and housing navigation staff. Outreach and housing navigators will be directly involved in the Multnomah County MAC.

- JOHS will consult culturally-specific providers to identify the strategies and resources needed to intentionally serve the identified subpopulations experiencing disparities. In turn, culturally-specific providers will be specifically sought and prioritized for service provision for outreach, navigation, and Rapid ReHousing strategies to ensure these resources are equitably distributed to subpopulations. Strategies will be updated to reflect culturally-specific providers' recommendations.
- Outreach staff will identify, engage, and enroll people sleeping unsheltered in the OAI program. They will help people meet their basic needs, navigate to shelter, treatment, health services, and provide direct referrals and warm hand-offs to housing navigators. For OAI participants seeking shelter during their housing search, outreach staff can refer OAI participants to locally-funded, existing shelter programs and the newly developed OAI-funded Gideon TASS.
- Housing navigators will be responsible for housing search and navigation for households enrolled in OAI. Housing navigators will serve eligible and enrolled participants throughout their path back to housing including in providing onsite navigation in existing shelters, the newly developed Gideon TASS, on the street, and in treatment.
- Navigators will provide barrier mitigation services including housing debt reduction and resolving legal barriers. Navigators will support OAI participants in prepping documents required for housing, identifying housing options based on participant need and desire, and assisting through the application and lease-up process. Navigators will work side by side with outreach staff and landlord recruitment teams to rapidly resolve the homelessness for 275 OAI participants.
- Given the outreach efforts and targeted populations, we anticipate that some of those engaged will be among the priority populations for housing and support services available through local resources, including the Supportive Housing Services (SHS) Measure. Housing Navigators will assess OAI participants for eligibility for assistance through locally funded services including SHS-funded Permanent Supportive Housing (PSH).

Rapid ReHousing Strategy

Housing Navigators will assist OAI participants in identifying scattered site rental units across Multnomah County. Units will be identified through existing provider-landlord relationships and expanded landlord recruitment and retention strategies that are locally-funded through Multnomah County and the Joint Office of Homeless Services. OAI funds will be used for application fees, move-in costs, and monthly rent and utilities.

Once housed, OAI participants will be served through contracted Rapid ReHousing case management services. Retention services will include monthly rental and utility assistance; connecting to health care services including medical, behavioral, and other needed care; long-term housing planning; connections to income development resources; and support and community connections as requested and needed by the household.

Making the transition from the street to housing can be challenging. In an effort to support newly housed participants and property managers, we will work to develop a housing response team that will be available on nights and weekends to provide landlord mediation, intervention, services, and support to OAI households.

Milestones

Please provide a timeline of milestones your Continuum of Care region proposes to mark progress, evaluate strategies, and improve operations to achieve the goals identified above, contingent on funding, in partnership with OHCS and OEM.

Month	Progress Milestones	Systems Improvement Actions
March 2023	<ul style="list-style-type: none">• Submit initial Community Plan 3/10/2023• Submit initial budget 3/10/2023• MAC Director recruitment• Provider engagements• Submit refined Community Plan and budget workbo 3/31/2023	<ul style="list-style-type: none">• County MAC composition refinements• Set-up ongoing meetings with technical assistance providers and MAC group.• Engage in Regional MAC

April

- Receive feedback on refined Community Plan and b adjust strategies and engage in TA when needed.
- Submit updated Community Plan by April 14, 2023
- MAC identifies geographic areas (central city, east Portland/Multnomah County).
- Agreements with State agencies in place.
- Process to procure programming subcontractors is determined.
- Outreach and engagement strategies begin to be d Planning sessions take place with outreach teams to move the purpose of outreach from providing surviv items to moving individuals into housing
- MAC Director hired
- MAC administration, operations, and logistics staff recruited
- Purchase shelter pods
- Begin planning for site preparation.
- Develop HMIS policies, providers, reporting
- MAC implementation - semi-weekly stand-ups focu on developing outreach needs, sites, strategies
- Provider engagements ongoing:
 - Culturally-specific provider engagement on strategies and needs to serve subpopulations overrepresented in homelessness
 - Hold three listening and engagement session providers.
 - Listening sessions will include an overvi the goals of Oregon All In
- County MAC composition refinements
- Submit budget refinements and amendments to prepare to receive state funds.
- Engage in Regional MAC
- HealthShare (CCO) identifies available resources c services to HMN enrolled households.
- MAC and Community Plan overview published
- Refine budget, strategies, and milestones to reflect provider engagement, specifically culturally-speci providers and the specific strategies identified.

- Clarity on the services that are being requested
- Timeline for the provision of funds
- The process to provide services undern
OAI

May

- Shelter site preparation and planning underway.
- Landlord recruitment, retention, and incentive program procured.
- Providers will be identified for Rapid Rehousing
- Contracts are amended or created to fund providers for RRH
- Contracts are executed
 - Throughout the implementation of OAI, JOHS Will administer its contracts through the existing systems of care structures which includes:
 - Contract development and amendment
 - Contract Management
 - Technical assistance
 - Problem Solving
 - Invoicing
 - Payment
- Throughout the duration of OAI, outreach teams will facilitate daily engagement in specific geographic areas to identify individuals that will receive services
- Strategies developed to engage with communities identified as being overrepresented in homelessness
- Landlord recruitment launched
- Initial Engagement with Lived Experience Advisory Committee and Equity Advisory Committee
- Convene Culturally Specific Providers that have been identified as providing services through OAI
 - All convenings will include answer questions, problem solving and next steps
- County MAC composition refinements
- Refine budget as providers are identified
- Create/expand coordinated Flexible Funding policies and access points for Street Outreach teams.

	<ul style="list-style-type: none"> • Contract management and fund distribution continue with providers • Throughout the duration of OAI / Housing Multnomah JOHS team members will provide engagement and coordination for providers supporting OAI goals • Housed: 15 • Sheltered: 0 	
June	<ul style="list-style-type: none"> • Launch improved data sharing • Shelter site receives and installs pod structures • Landlord recruitment, retention, and incentive program launched. • Contract management and fund distribution continue with providers • Convene Culturally Specific Providers that have been identified as providing services through OAI • Contract management and fund distribution continue with providers • Housed: 35 • Sheltered: 0 	<ul style="list-style-type: none"> • MAC reviews program data monthly and explore needs/changes. • County MAC composition refinements
July	<ul style="list-style-type: none"> • Convene Culturally Specific Providers that have been identified as providing services through OAI • Contract management and fund distribution continue with providers • Housed: 65 • Sheltered: 50 	<ul style="list-style-type: none"> • MAC reviews program data monthly and explore needs/changes. • County MAC composition refinements • Review and evaluate: mid-year assessment toward goals

August	<ul style="list-style-type: none"> • Engagement with Lived Experience Advisory Committee and Equity Advisory Committee on Q2 MAC Progress • Convene Culturally Specific Providers that have been identified as providing services through OAI • Contract management and fund distribution continue with providers • Housed: 120 • Sheltered: 100 	<ul style="list-style-type: none"> • MAC reviews program data monthly and explore needs/changes.
September	<ul style="list-style-type: none"> • Convene Culturally Specific Providers that have been identified as providing services through OAI • Contract management and fund distribution continue with providers • Housed: 160 • Sheltered: 140 (goal achieved) 	<ul style="list-style-type: none"> • MAC reviews program data monthly and explore needs/changes.
October	<ul style="list-style-type: none"> • Explore sustainability for programs created and increased through this initiative. • Convene Culturally Specific Providers that have been identified as providing services through OAI • Contract management and fund distribution continue with providers • Housed: 215 • Sheltered: 140 (goal achieved) 	<ul style="list-style-type: none"> • MAC reviews program data monthly and explore needs/changes. • Final phase assessment towards goals

<p>Novemb</p>	<ul style="list-style-type: none"> • Engagement with Lived Experience Advisory Committee and Equity Advisory Committee on Q3 MAC Goals • Contract management and fund distribution continuing with providers • Convene Culturally Specific Providers that have been identified as providing services through OAI • Housed: 250 • Sheltered: 140 (goal achieved) 	<ul style="list-style-type: none"> • MAC reviews program data monthly and explore needs/changes.
<p>Decemb</p>	<ul style="list-style-type: none"> • Housed: 275 (goal achieved) • Sheltered: 140 (goal achieved) 	<ul style="list-style-type: none"> • MAC reviews program data monthly and explore needs/changes.