



## Housing Workgroup ACTION PLAN

**Goal:** The Home for Everyone (HFE) Housing Workgroup is tasked with developing an action plan that assesses housing needs among people experiencing homelessness in Multnomah County, gaps in meeting those needs given current system resources, and opportunities for innovation in financing, constructing, or otherwise producing affordable housing options that could reduce the gap by a minimum of 10% by June 30, 2015, and by a minimum of 50% by June 30, 2017.

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### Summary Recommendation

Rapidly reducing the unmet housing need of people experiencing homelessness in Multnomah County will be challenging, but it is very possible. Though thousands of people move from homelessness into housing in Multnomah County each year, thousands more become newly homeless or remain with unmet need, on the streets, in shelters or in transitional housing. Our community’s current diverse network of housing and supportive service providers is effective and strong, but in order to reduce unmet need as envisioned in this workgroup’s charge, our community will need to do more in the next three years. Specifically, we must:

- Fully utilize existing federal, state and local resources that help to produce housing affordability (either by building or acquiring additional housing affordable to households with low incomes or by using effective tools like rent assistance to “buy-down” the affordability of existing market-rate housing)
- Establish new locally-funded options to spur innovative housing development models that can rapidly produce more housing that is directly accessible for people exiting homelessness
- Increase local funding for rent assistance and supportive services that are flexible and responsive to individual household needs
- Prioritize access for people experiencing homelessness into new publicly-funded housing and for existing housing choice vouchers
- Pursue a range of short- and medium-term policies that: improve housing affordability; increase access to housing for people experiencing homelessness; align ending homelessness efforts with health care, workforce and other mainstream systems; expand culturally-specific services and achieve broader racial equity; and improve cross-agency collaboration.

In the midst of one of the tightest rental housing markets in our region’s history, we simply cannot make meaningful strides to end homelessness without rapidly producing more housing. This plan recommends \$20 million dollars in one-time local investments to spur innovative housing development models to produce approximately 500 newly-available housing units prioritized for people exiting homelessness. It also recommends \$8.3 million in expanded investment in flexible rent assistance and housing placement and retention services over three fiscal years beginning immediately.

In total, this plan recommends expansion of our community’s effort from current levels that help to permanently house nearly 3,000 people experiencing homelessness each year to ongoing levels that could house nearly 4,000 per year by 2017.

In just over two years, the proposed actions could help approximately 1,300 more people in 880 households move from homelessness into housing than our current efforts would otherwise allow. Combined with other coordinated federal investments and local efforts, including our community’s plan to end veterans homelessness by the end of 2015, these actions could reduce unmet housing need among people experiencing homelessness in Multnomah County by half by 2017.

While past community-level planning to end homelessness has focused on doing the most we could with the limited resources available, the attached plan begins to outline more clearly what it would take to actually end homelessness in Multnomah County. While no plan may be able to assure that no one in Multnomah County will experience a housing crisis in the future, this plan does point us toward a future in which homelessness, when it does occur, will be rare, brief and one-time. This plan assesses annual levels of unmet need and proposes a range of actions, investments, and policies that will help us reduce that unmet need by half in just over two years. We recommend the Coordinating Board support continued funding for current and effective strategies and prioritize necessary policy shifts and funding requests to achieve this goal by June 30, 2017.

## **Background and Process**

The Home for Everyone Coordinating Board chartered an ad hoc Housing Workgroup in October 2014 to begin several months of detailed planning in a condensed time frame. Workgroup membership was drawn from volunteers within the Coordinating Board and a diverse core of approximately 20 leaders in affordable

housing development and housing and homeless services, including several individuals with lived experience of homelessness or housing instability.

The workgroup met five times between November 2014 and February 2015 to develop a shared understanding of current data and context and then identify, prioritize and scale a range of effective strategies to:

- Increase placement of people experiencing homelessness into existing housing
- Help people placed in housing retain it
- Rapidly develop more housing units prioritized for people exiting homelessness

The workgroup's planning was guided by the principles in *A Home for Everyone*:

- Prioritize vulnerable populations
- Promote racial and ethnic justice
- Use data-driven assessment and accountability
- Engage and involve the community
- Strengthen system capacity and increase leveraging opportunities

Through that work, the group developed and prioritized a set of strategic focus areas that it then scaled to estimated unmet need to generate the proposed action plan. The strategic focus areas included:

**Focus Area 1: Rent Assistance and Emergency Flex Funds Pool**

- Large pool of flexible funds
- Flexible length of assistance: long or short-term
- Flexible subsidy level: deep, shallow, step-down
- Flexible application: tenant-based, project-based/unit buy-down, master lease
- Flexible rules and reporting
- Eviction prevention for retention of formerly homeless
- Assistance prior to housing placement (e.g. IDs, background checks)
- Placement-focused assistance (e.g. deposits, housing debt)
- Retention-focused assistance (e.g. child care, transportation, job supplies)

**Focus Area 2: Housing Placement and Retention Staff**

- Expanded staffing in community-based nonprofit housing and homeless service agencies, including expanded staffing in culturally-specific agencies, organized in multi-agency staff team(s)
- Trained in and practicing Assertive Engagement
- Mobile, relational, engaging
- Culturally competent and culturally specific (including communities of color, immigrants, LGBTQ, seniors, disabled, youth, veterans, domestic violence)
- Focus on:
  - Rapid rehousing of people currently experiencing homelessness
  - Retention of permanent housing for people who have exited homelessness
  - Direct collaboration with other service providers who are assisting mutual clients
  - Linking households to income (employment and benefits)
  - Access to flex funds and rent assistance
  - Access to rent assistance
  - Landlord engagement and support

### **Focus Area 3: Housing Development**

- Continue current affordable housing development models that leverage federal and tax credit funding, but increase access to developed units for people experiencing homelessness (e.g. reduce screening barriers, prioritize access for people experiencing homelessness)
- Establish locally-funded options for innovative housing development models to rapidly produce more housing directly accessible and affordable to people experiencing homelessness

### **Focus Area 4: Policy**

- Reaffirm current local policies, including 30% set-aside of urban renewal funding to produce housing affordable to people with very low incomes, broader housing affordability goals in urban renewal areas, incentive zoning, etc.
- Support state-level policy & funding, including inclusionary zoning, eviction protections, decreased screening criteria (e.g. “ban the box”), fair housing, TANF redesign, increased funding for shelter services and development
- Create new local system-level policies and practices, including greater funding flexibility (services, rent assistance, development), prioritizing newly available affordable housing units for people exiting homelessness, legal services, fair housing, new revenue sources for housing affordability and homeless services
- System policies, including tenant and landlord outreach/education, assertive engagement, alignment with mainstream resources/systems, improved data/cross-system outcomes, expansion of culturally specific services

### **Methodology for Assessing Unmet Need**

Staff to the workgroup conducted the following steps to estimate the unmet housing needs among people experiencing homelessness in the Portland, Gresham and Multnomah County:

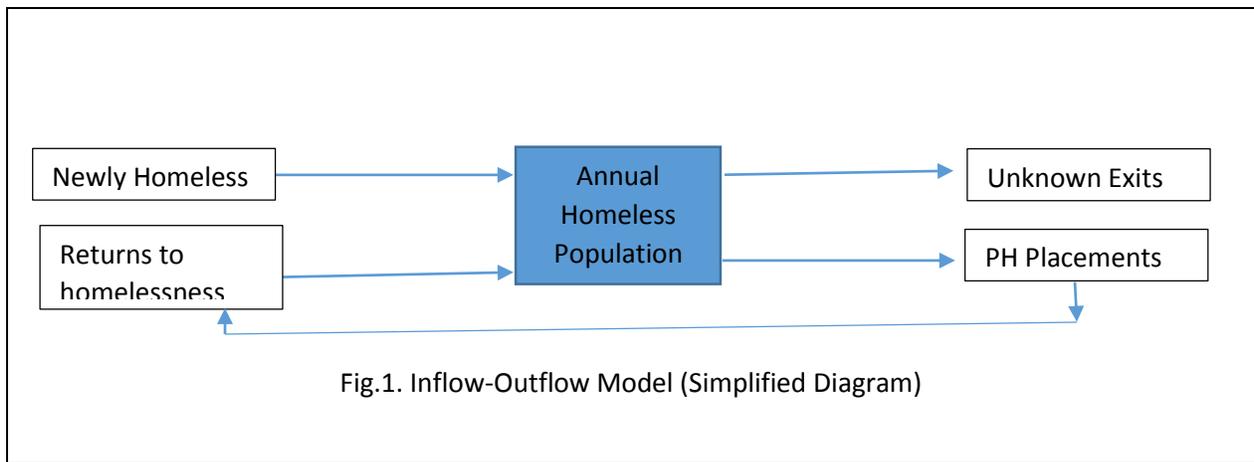
#### **a) Projecting to an annual estimate**

The most comprehensive data on homelessness in Multnomah County comes from the biannual Point-In-Time (PIT) Count of unsheltered and sheltered people experiencing homelessness, the most recent of which was conducted in January 2013. People experiencing homelessness over time in Multnomah County are a diverse and ever-changing group. The PIT data are, on the other hand, just a snapshot of people experiencing homelessness on a given night. However, this data can be compared to a full year of homeless service utilization data from our Homeless Management Information System (HMIS) to estimate the number and characteristics of people experiencing homelessness on an annual basis, including those who may not have accessed services. Our 2013 PIT count documented 4,441 people experiencing homelessness (in shelters, transitional housing, or on the streets or other places not meant for human habitation) on a given night, and we estimate that 9,650 people experience homelessness annually in Multnomah County.

#### **b) Inflow and Outflow Model**

This annualized estimate serves as a base number from which we developed a simple but dynamic inflow and outflow model of homelessness. The model (Fig.1) shows the annual homeless population increasing when people become newly homeless or return to homelessness after previously accessing permanent housing. The population decreases as people receive assistance moving into permanent housing or otherwise exit homelessness to unknown destinations (e.g. leave the area or return to permanent housing without documented assistance). The model has three components:

- i) The estimated annual population of people experiencing homelessness
- ii) Inflow: This represents the number of people becoming newly homeless within the year as well as those who returned to homelessness after previously accessing permanent housing. Rates of people newly experiencing homelessness were obtained from the 2013 PIT count and returns to homelessness were reported from FY13-14 data from the HMIS.
- iii) Outflow: Outflow is represented by people receiving documented assistance moving into permanent housing or otherwise exiting homelessness to unknown destinations (e.g. leave the area or return to permanent housing without documented assistance). Permanent housing placement and unknown exit data were obtained from the FY13-14 HMIS Shared Housing Assessment Report (SHAR). Because the SHAR report documents numbers of households, rather than total people within each household, household numbers were converted into individuals by using an average household size (1.45) calculated from the FY13-14 HMIS Annual Progress Report.



**c) Estimate of unmet needs and additional required effort**

This simple but dynamic model was used to estimate the unmet housing needs of people experiencing homelessness in Multnomah County over each of the three fiscal years ending June 30, 2017. The model allowed the workgroup to test various assumptions about how different scales of interventions could sufficiently affect inflow and outflow to decrease the current unmet needs by 50% by the end of June 30, 2017.

**d) Limitations:**

Models are only as good as the assumptions on which they are based. The following limitations have been acknowledged:

- People experience homelessness during various parts of the year and under different circumstances. Reliance on one time Point-In-Time Count of Homeless data to project annual estimates can only give a narrow picture of the complex problem.
- Use of annual multipliers and proportional distributions of sub-populations do not truly capture the changes in the subpopulations.

- The true number of people who are on the verge of homelessness is difficult to predict and is affected by multiple external economic and social factors like recessions and rental housing markets.
- HMIS provides a wealth of data for analysis however it has its own limitations; HMIS does not include information on people who do not access housing and homeless services through HMIS-participating service providers. Similarly, HMIS data are dependent upon the quality provided by various providers.

### Estimated Unmet Need and Required Additional Effort

Assuming no additional community-level effort to end homelessness beyond that we saw in FY13-14 and no significant changes in inflow rates due to external factors, we estimate the following “base scenario” regarding unmet housing need among people experiencing homelessness in Multnomah County over three years:

#### “Base Scenario”: No effort beyond current

(People, Annual)	Fiscal year ending June 30 of:		
	2015	2016	2017
<b>Experience Homelessness</b>	<b>9,650</b>	<b>9,556</b>	<b>9,440</b>
Newly Homeless (48%)	--	4,632	4,587
Return to Homelessness (22%)	--	653	653
<b>Total “Inflow”</b>	<b>--</b>	<b>5,285</b>	<b>5,240</b>
Exit to Unknown (25%)	2,413	2,389	2,360
Permanently housed	2,967	2,967	2,967
<b>Total “Outflow”</b>	<b>5,380</b>	<b>5,356</b>	<b>5,327</b>
<b>TOTAL UNMET NEED</b>	<b>4,271</b>	<b>4,200</b>	<b>4,113</b>

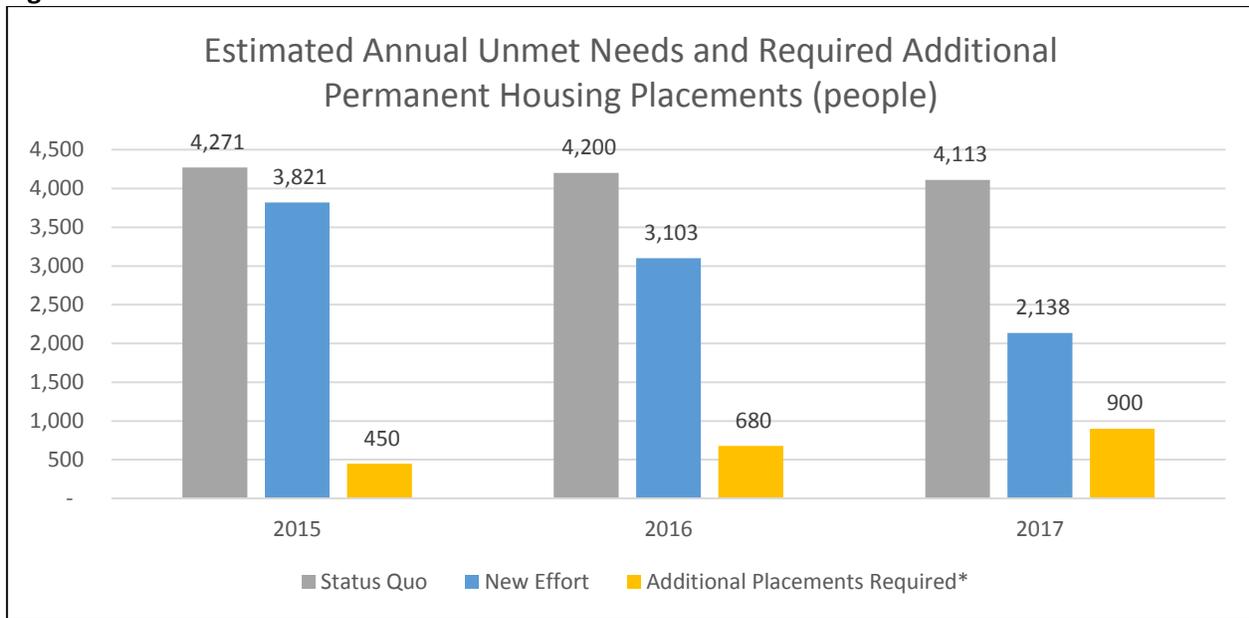
If, however, we assume a moderate reduction in returns to homelessness and increased community-level effort to assist more people in obtaining permanent housing, we can model what it could take to reduce unmet housing need among people experiencing homelessness by 50% over the same time period:

#### “What it would take”: Additional effort to reduce unmet need 50%

(People, Annual)	Fiscal year ending June 30 of:		
	2015	2016	2017
<b>Experience Homelessness</b>	<b>9,650</b>	<b>9,000</b>	<b>8,006</b>
Newly Homeless (48%)	--	4,632	4,320
Return to Homelessness (16%)	--	547	584
<b>Total “Inflow”</b>	<b>--</b>	<b>5,179</b>	<b>4,903</b>
Exit to Unknown (25%)	2,413	2,250	2,002
Permanently Housed (baseline)	2,967	2,967	2,967
<b>Additional Permanently Housed</b>	<b>450</b>	<b>680</b>	<b>900</b>
<b>Total “Outflow”</b>	<b>5,380</b>	<b>5,897</b>	<b>5,869</b>
<b>TOTAL UNMET NEED</b>	<b>3,821</b>	<b>3,103</b>	<b>2,138</b>

The increased permanent housing placement effort and resulting change in estimated unmet need is represented graphically in Figure 2:

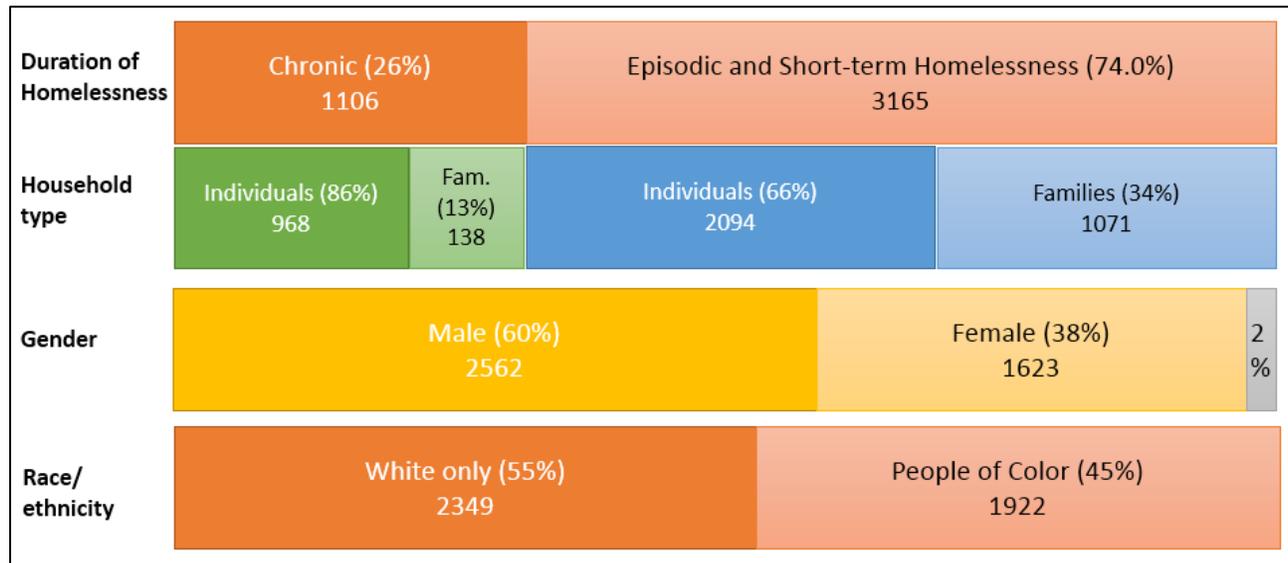
**Figure 2.**



\*assumes reduction in returns to homelessness from 22% to 16%

While the workgroup identified most of its strategies independent of this scenario, the scenario assisted the workgroup in setting recommended timelines and scale. Type and scale of recommended actions were also informed by using demographic information from the local Point in Time count to estimate annualized demographics of people experiencing homelessness whose housing need was unmet. Figure 3 briefly illustrates the estimated demographics:

**Figure 3. Estimated demographics of people experiencing homelessness with unmet housing needs in FY14-15**

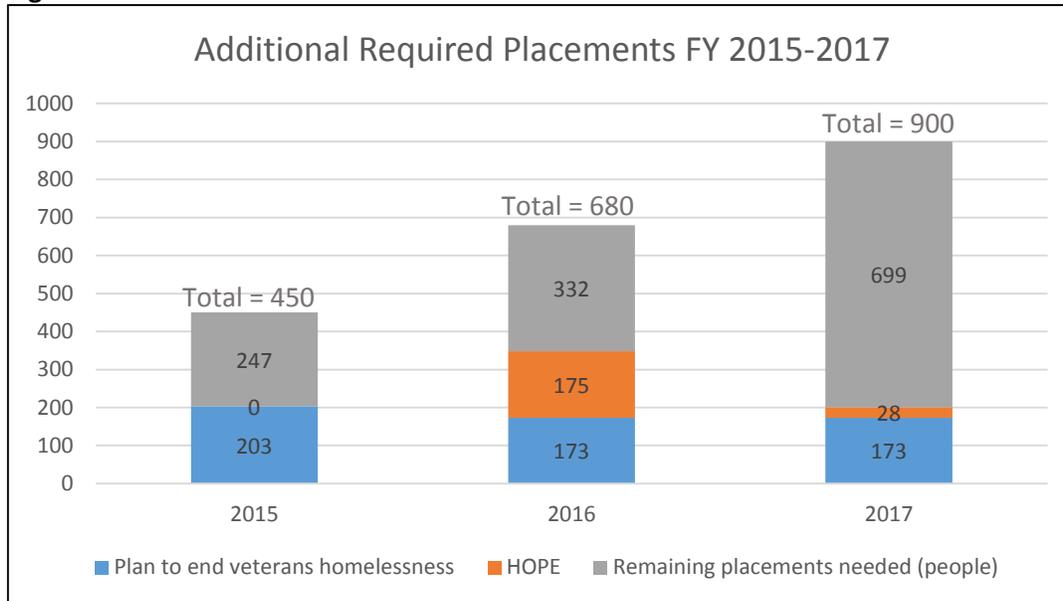


**Relationship to other plans and effort**

Further, when considering additional effort that would be required to help more people experiencing homelessness obtain permanent housing, the workgroup reviewed known new housing placement capacity that would be generated through increased federal and local resources supporting our local plan to end

veteran’s homelessness by 2015 and a recently-awarded federally-funded permanent supportive housing program, known as HOPE. Figure 4 summarizes by year the contribution of each of these resources toward meeting required increases in permanent housing placement and remaining placements needed beyond them.

**Figure 4.**



The workgroup’s final recommendations are scaled to meet the remaining placements needed after considering the increased housing placement contributions associated with the local plan to end homelessness and the new HOPE project.

The scope and scale of the recommended actions are predicated on continued functioning of existing housing and homeless services system capacity with the expectation that local policies and practices support better integration of existing services and service providers, increased flexibility in service provision to better respond to the needs of people experiencing homelessness, and expansion of and improved coordination with services delivered through culturally-specific programs and providers.

Similarly, the recommended actions directly align with those of other Home for Everyone workgroups. For instance, decreasing returns to homelessness will be difficult without the expanded access to income and employment recommended by the Workforce and Economic Opportunity Workgroup. Housing placement and retention actions proposed in this plan for high-barrier chronically homeless households will require closer alignment with behavioral and primary health care providers as recommended by the Health and Homelessness Workgroup. And, finally, the relative success of this plan’s proposed actions will directly affect the required scope and scale of actions proposed by the Safety Off of the Streets Workgroup.

**Recommendations and Areas for Further Consideration**

Based on the estimated unmet housing needs of people experiencing homelessness in Multnomah County, review of current system resources and practices, and input from multiple workgroup participants and staff the workgroup recommends the a range of actions, detailed by fiscal year in Tables 1-3 and summarized across all three years in Table 4. If implemented, these actions could reduce the unmet housing needs of people experiencing homelessness by 10% by June 30, 2015, and 50% by June 30, 2017. Developing

detailed implementation plans for any of these actions was beyond the scope of this workgroup, but each action includes one or more responsible parties that could lead a more detailed implementation phase.

The workgroup chose not to closely examine several areas that could significantly affect inflow to homelessness and outflow to permanent housing. This included the linkage between housing and employment, benefits, and health care, given that other workgroups were exploring those areas in greater detail.

Most significant among the unexplored areas, though, was the choice to limit the group's eviction prevention recommendations to those that helped to improve retention of people who moved from homelessness to housing, rather than examining the full universe of people *at-risk* of becoming homeless, but not previously or currently homeless. The potential effect of eviction prevention for people at risk of becoming homeless on inflow to homelessness is difficult to estimate, given that national research indicates that many people who receive eviction prevention assistance may not have become homeless without the assistance. Regardless, eviction prevention is generally considered a more cost-effective solution that provides greater, more immediate housing stability than waiting to intervene after a household has become homeless. Even conservative estimates suggest that investing to increase our community's eviction prevention capacity by 500 people per year (approximately \$150,000 per year) could reduce unmet need at the end of three years by 325 - 650 people, which could further reduce street homelessness by 25-50 percent.

The workgroup strongly recommends that the Coordinating Board and Executive Committee charge future ad hoc or existing workgroups to study eviction prevention in greater detail.

**Table 1. FY2014-15 Home for Everyone Housing Workgroup Priority Actions for: 250 additional people in 170 households housed**

ALIGNMENT OPPORTUNITIES (FY2014-15)						
Action	Populations Served	Proposed Outcomes	Impact on Communities of Color	Cost Estimates/ Funding Strategies	Potential Negative Impacts	Responsible Parties
1. Use existing housing placement staffing and infrastructure to deliver increased rent assistance	Episodically homeless families and adults	See new funding requests	Helps to address disproportionate rates of homelessness among people of color, especially among episodically homeless families; increased impact by using existing systems that include culturally-specific providers	No direct cost beyond prioritization of existing staffing resources	Requires intensive effort among existing providers over three-month period; could divert staffing resources from or constrain housing supply otherwise available for other priority populations, including veterans and chronically homeless	<ul style="list-style-type: none"> <li>Portland Housing Bureau</li> <li>Multnomah County DCHS</li> <li>Home Forward STRA</li> <li>Existing community-based rent assistance providers</li> </ul>
NEW FUNDING REQUESTS (FY2014-15)						
Action	Populations Served	Proposed Outcomes	Impact on Communities of Color	Cost Estimates/ Funding Strategies	Potential Negative Impacts	Responsible Parties
1. Increase locally-funded flexible rent assistance	Episodically homeless families, youth and adults	170 households rapidly rehoused	Helps to address disproportionate rates of homelessness among people of color, especially among episodically homeless families; increased impact by using existing systems that include culturally-specific providers	\$725,000 in local general or other matching flexible funds	Requires intensive effort among existing providers over three-month period; could divert staffing resources from or constrain housing supply otherwise available for other priority populations, including veterans and chronically homeless	<ul style="list-style-type: none"> <li>Portland Housing Bureau</li> <li>Multnomah County DCHS</li> <li>Home Forward STRA</li> <li>Existing community-based rent assistance providers</li> </ul>
2. Increase locally-funded flex funds		Pre-placement assistance for 170 households		\$100,000 in local general or other matching flexible funds		
POLICY CHANGES (FY2014-15)						
Action	Populations Served	Proposed Outcomes	Impact on Communities of Color	Cost Estimates/ Funding Strategies	Potential Negative Impacts	Responsible Parties
1. Set frame and plan for new locally-funded housing development initiative	None in current year	Secure funding commitments, develop competitive public solicitation process	None in current year; increase impact by including culturally-specific providers in program design phase	No direct cost beyond prioritization of existing staffing resources	Requires intensive effort that could divert staffing resources from other planning and system administration activities	<ul style="list-style-type: none"> <li>Portland Housing Bureau</li> <li>Other funding partners</li> </ul>
2. Articulate emerging system philosophy expand training of	None directly – system intervention	Greater system-level focus on flexibility, responsiveness, assertive	System realignment toward racial justice and equity improves service access and			<ul style="list-style-type: none"> <li>Portland Housing Bureau</li> <li>Multnomah County DCHS</li> </ul>

**Table 1. FY2014-15 Home for Everyone Housing Workgroup Priority Actions for: 250 additional people in 170 households housed**

housing placement and retention staff		engagement, racial justice and equity	outcomes for communities of color and expands role of culturally-specific providers.			<ul style="list-style-type: none"> <li>• Other funding partners</li> </ul>
3. Establish homeless preference or priorities for existing voucher programs and affordable housing units	All experiencing homelessness	Increased access to affordable housing units for people experiencing homelessness in future years	Increase impact by including culturally-specific providers in program design phase			<ul style="list-style-type: none"> <li>• Portland Housing Bureau</li> <li>• Multnomah County DCHS</li> <li>• Home Forward</li> <li>• Other affordable housing funding partners</li> <li>• CDCs and other affordable housing providers</li> </ul>
4. Work with existing affordable housing providers to reduce screening barriers that prevent access for people experiencing homelessness	All experiencing homelessness, especially chronically homeless	Increased access to affordable housing units for people experiencing homelessness in future years	Increase impact by incorporating Fair Housing lens and including culturally-specific providers in design and implementation			
5. Support state legislation	None directly – resource development or system alignment	Expand State Homeless Assistance Program (SHAP) Emergency Housing Account (EHA); create \$100M affordable housing development fund; allow inclusionary zoning; TANF reform	None specifically			<ul style="list-style-type: none"> <li>• Executive Committee</li> <li>• Coordinating Board</li> </ul>
6. Develop an HFE Initiative evaluation framework and implementation plan	None directly – system intervention		Increase impact by incorporating equity lens and including culturally-specific providers in evaluation design and implementation	Unknown – cost to be estimated during design		<ul style="list-style-type: none"> <li>• HFE Data Outcomes and Evaluation Committee</li> </ul>

**Table 2. FY2015-16 Home for Everyone Housing Workgroup Priority Actions for: 330 additional people in 230 households housed**

ALIGNMENT OPPORTUNITIES (FY2015-16)						
Action	Populations Served	Proposed Outcomes	Impact on Communities of Color	Cost Estimates/ Funding Strategies	Potential Negative Impacts	Responsible Parties
1. Align health-care, workforce, institutional discharge policies with housing objectives	All experiencing homelessness, but focus on chronically homeless	See Workforce and Economic Opportunity action plan and Health and Homelessness action plan	None specifically	See Workforce and Economic Opportunity action plan and Health and Homelessness action plan	None specifically	See Workforce and Economic Opportunity action plan and Health and Homelessness action plan
2. Assess the level of unmet need specifically among people of color experiencing homelessness and target investments to culturally specific service provision in housing placement and retention services.	People of color experiencing homelessness	None specified – develop following need assessment	Will identify and help to address disproportionate rates of homelessness among people of color	No direct cost beyond prioritization of existing staffing resources	Requires effort that could divert staffing resources from other planning and system administration activities	<ul style="list-style-type: none"> <li>• HFE Data Outcomes and Evaluation Committee</li> <li>• Culturally specific service providers</li> </ul>
3. Organize new and existing housing retention staffing into population-focused (e.g. MI, DV) mobile crisis response teams	Focus on chronically homeless, veterans and domestic violence survivors	Reduced returns to homelessness	Increased impact by expanding role of culturally-specific providers	No direct cost beyond prioritization of new and existing staffing resources	None specifically	<ul style="list-style-type: none"> <li>• Portland Housing Bureau</li> <li>• Multnomah County DCHS</li> <li>• Primary and behavioral health care providers</li> <li>• Domestic violence service providers</li> </ul>
NEW FUNDING REQUESTS (FY2015-16)						
Action	Populations Served	Proposed Outcomes	Impact on Communities of Color	Cost Estimates/ Funding Strategies	Potential Negative Impacts	Responsible Parties
1. Increase locally-funded flexible rent assistance	Episodically and chronically homeless	170 episodically homeless households rapidly rehoused; 60 chronically homeless households	Helps to address disproportionate rates of homelessness among people of color, especially among	\$1 million in local general or other matching flexible funds	Requires intensive ongoing effort; could constrain housing supply otherwise available for other priority populations	<ul style="list-style-type: none"> <li>• Portland Housing Bureau</li> <li>• DCHS</li> <li>• Home Forward STRA</li> </ul>

**Table 2. FY2015-16 Home for Everyone Housing Workgroup Priority Actions for: 330 additional people in 230 households housed**

	families, youth and adults	housed with long-term subsidy	episodically homeless families; increased impact by expanding role of culturally-specific providers			<ul style="list-style-type: none"> <li>Existing community-based rent assistance providers</li> <li>Additional culturally-specific service providers</li> </ul>
2. Increase locally-funded flex funds		Pre-placement and retention assistance for 400 households		\$600,000 in local general or other matching flexible funds		
3. Add 8 FTE in community-based agencies to support housing placement and retention	All experiencing homelessness	4.5 FTE for 230 households placement; 1 additional FTE for 15 high-barrier CH; 2.5 FTE to support housing retention for households placed in 2015		\$600,000 in local general or other matching flexible funds		
4. Add 3 FTE in community-based agencies to create and implement system-level landlord recruitment & 18/7 retention response program, including financial incentives (e.g. landlord guarantee fund)	All experiencing homelessness, initial focus on veterans	Increased access for people experiencing homelessness to rental units, especially private market units.		\$200,000 in local general or other matching flexible funds	None, specifically	<ul style="list-style-type: none"> <li>Portland Housing Bureau</li> <li>Community-based service provider</li> </ul>
5. Secure local funding to create innovative development strategies to rapidly yield new units (new construction or acquisition/rehab) dedicated to housing people currently experiencing homelessness; issue funding, begin pre-construction	All experiencing homelessness	250 new units dedicated to housing people currently experiencing homelessness available within 1-2 years	Helps to address disproportionate rates of homelessness among people of color, especially among episodically homeless families; increased impact by expanding role of culturally-specific providers	\$10 million in local general or other matching flexible funds	None, specifically	<ul style="list-style-type: none"> <li>Portland Housing Bureau</li> <li>Other affordable housing funding partners</li> </ul>

**Table 2. FY2015-16 Home for Everyone Housing Workgroup Priority Actions for: 330 additional people in 230 households housed**

RESOURCE REALLOCATION (FY2015-16)						
Action	Populations Served	Proposed Outcomes	Impact on Communities of Color	Cost Estimates/ Funding Strategies	Potential Negative Impacts	Responsible Parties
1. Secure priority access for people experiencing homelessness to Section 8 vouchers/units	All experiencing homelessness, but focus on chronically homeless	60 homeless households housed with long-term subsidy	Unknown. May help to address disproportionate rates of homelessness among communities of color, but may restrict access to affordable housing resources for other people of color at risk of homelessness	Value: Approx. \$432,000/year (\$7,200 per voucher)	Restricts access to long-term affordable housing resources for other low-income households at risk of homelessness	<ul style="list-style-type: none"> <li>• Home Forward</li> </ul>
2. Prioritize people experiencing homelessness for access to 30-50% of newly-available conventionally financed affordable housing units (with additional rent buy-down through rent assistance pool as needed)	All experiencing homelessness	Prioritized access to 125-210 units over 3 years		None: New housing units already funded, rent assistance or other buy-down included in new rent assistance resources		<ul style="list-style-type: none"> <li>• Portland Housing Bureau</li> <li>• Home Forward</li> <li>• Other affordable housing funding partners</li> <li>• CDCs and other affordable housing providers</li> </ul>
POLICY CHANGES (FY2015-16)						
Action	Populations Served	Proposed Outcomes	Impact on Communities of Color	Cost Estimates/ Funding Strategies	Potential Negative Impacts	Responsible Parties
1. Continue/ expand FY2014/15 Policy Change items #2, 3, 4 and 6.	See FY2014/15					
2. Develop and implement local inclusionary and/or incentive zoning policies	All low-income	Unknown	Helps to address disproportionate rates of homelessness among people of color and mitigate gentrification/ displacement	Unknown	Unknown	<ul style="list-style-type: none"> <li>• Portland Housing Bureau</li> <li>• City of Gresham</li> </ul>

**Table 2. FY2015-16 Home for Everyone Housing Workgroup Priority Actions for: 330 additional people in 230 households housed**

3.Support state legislation	All renters	Eliminate or restrict “no cause” eviction, allow occupancy during eviction appeals	None specifically	No direct cost beyond prioritization of existing staffing resources	Unknown	<ul style="list-style-type: none"> <li>• Executive Committee</li> <li>• Coordinating Board</li> </ul>
4.Advocate for fewer restrictions in state and federal rent assistance programs	None directly – system intervention	Greater flexibility and responsiveness for non-local resources to better align with local practices and meet household needs	Increase impact by incorporating culturally-specific providers in policy advocacy	No direct cost beyond prioritization of existing staffing resources	None, specifically	<ul style="list-style-type: none"> <li>• HFE Data Outcomes and Evaluation Committee</li> </ul>

**Table 3. FY2016-17 Home for Everyone Housing Workgroup Priority Actions for: 700 additional people in 480 households housed**

ALIGNMENT OPPORTUNITIES (FY2016-17)						
Action	Populations Served	Proposed Outcomes	Impact on Communities of Color	Cost Estimates/ Funding Strategies	Potential Negative Impacts	Responsible Parties
1. Continue all alignment opportunities from FY2015-16	See FY2015-16					
2. Secure access for people experiencing homelessness to 250 units developed through FY2015-16 locally-funded housing development	All experiencing homelessness	250 units newly available and dedicated to housing people currently experiencing homelessness	Helps to address disproportionate rates of homelessness among people of color, especially among episodically homeless families; increased impact by expanding role of culturally-specific providers	Leveraged rent assistance or other buy-down included in new rent assistance resources	None, specifically	<ul style="list-style-type: none"> <li>Portland Housing Bureau</li> <li>Other affordable housing funding partners</li> </ul>
NEW FUNDING REQUESTS (FY2016-17)						
Action	Populations Served	Proposed Outcomes	Impact on Communities of Color	Cost Estimates/ Funding Strategies	Potential Negative Impacts	Responsible Parties
1. Increase locally-funded flexible rent assistance	Episodically and chronically homeless families, youth and adults	255 episodically homeless households rapidly rehoused; 125 newly-placed and 60 retained chronically homeless households housed with long-term subsidy	Helps to address disproportionate rates of homelessness among people of color, especially among episodically homeless families; increased impact by expanding role of culturally-specific providers	\$2.8 million in local general or other matching flexible funds	Requires intensive ongoing effort; could constrain housing supply otherwise available for other priority populations	<ul style="list-style-type: none"> <li>Portland Housing Bureau</li> <li>Multnomah County DCHS</li> <li>Home Forward STRA</li> <li>Existing community-based rent assistance providers</li> <li>Additional culturally-specific service providers</li> </ul>
2. Increase locally-funded flex funds		Pre-placement and retention assistance for approx. 700 households		\$900,000 in local general or other matching flexible funds		
3. Add 7 and maintain 8 FTE (15 FTE total) in community-based agencies to support		All experiencing homelessness		11 FTE for 480 households newly placed and retention of previously placed; 4 additional FTE for 15 high-barrier CH		

**Table 3. FY2016-17 Home for Everyone Housing Workgroup Priority Actions for: 700 additional people in 480 households housed**

housing placement and retention						
4. Maintain 3 FTE in community-based agencies to implement system-level landlord recruitment & retention response program, including financial incentives (e.g. landlord guarantee fund)	All experiencing homelessness, initial focus on veterans	Increased access for people experiencing homelessness to rental units, especially private market units.		\$200,000 in local general or other matching flexible funds	None, specifically	<ul style="list-style-type: none"> <li>Portland Housing Bureau</li> <li>Community-based service provider</li> </ul>
5. Secure additional local funding to create innovative development strategies to rapidly yield additional new units (new construction or acquisition/rehab) dedicated to housing people currently experiencing homelessness; issue funding, begin pre-construction	All experiencing homelessness	250 additional new units dedicated to housing people currently experiencing homelessness available within 1-2 years	Helps to address disproportionate rates of homelessness among people of color, especially among episodically homeless families; increased impact by expanding role of culturally-specific providers	\$10 million in local general or other matching flexible funds	None, specifically	<ul style="list-style-type: none"> <li>Portland Housing Bureau</li> <li>Other affordable housing funding partners</li> </ul>
<b>RESOURCE REALLOCATION (FY2016-17)</b>						
Action	Populations Served	Proposed Outcomes	Impact on Communities of Color	Cost Estimates/ Funding Strategies	Potential Negative Impacts	Responsible Parties
1. Secure priority access for people experiencing homelessness to Section 8 vouchers/units	All experiencing homelessness, but focus on chronically homeless	100 additional homeless households housed with long-term subsidy	Unknown. May help to address disproportionate rates of homelessness among communities of color, but may restrict access to affordable housing resources for other	Value: Approx. \$720,000/year (\$7,200 per voucher)	Restricts access to long-term affordable housing resources for other low-income households at risk of homelessness	<ul style="list-style-type: none"> <li>Home Forward</li> </ul>

**Table 3. FY2016-17 Home for Everyone Housing Workgroup Priority Actions for: 700 additional people in 480 households housed**

2. Continue to prioritize people experiencing homelessness for access to 30-50% of newly-available conventionally publicly financed affordable housing units (with additional rent buy-down through rent assistance pool as needed)	All experiencing homelessness	Prioritized access to 125-210 units over 3 years	people of color at risk of homelessness	None: New housing units already funded, rent assistance or other buy-down included in new rent assistance resources		<ul style="list-style-type: none"> <li>• Portland Housing Bureau</li> <li>• Home Forward</li> <li>• Other affordable housing funding partners</li> <li>• CDCs and other affordable housing providers</li> </ul>
<b>POLICY CHANGES (FY2016-17)</b>						
Action	Populations Served	Proposed Outcomes	Impact on Communities of Color	Cost Estimates/ Funding Strategies	Potential Negative Impacts	Responsible Parties
1. Continue/ expand 2014/15 Policy Change items #2, 3, 4 and 6.	See 2014/15					
2. Continue implementation of local inclusionary and/or incentive zoning policies	All low-income	Unknown	Helps to address disproportionate rates of homelessness among people of color and mitigate gentrification/ displacement	Unknown	Unknown	<ul style="list-style-type: none"> <li>• Portland Housing Bureau</li> <li>• City of Gresham</li> </ul>

**Table 4. Three-year Summary: Home for Everyone Housing Workgroup Priority Actions**

Rent Assistance Package	Services Package	Development Package	Policy Package
<ul style="list-style-type: none"> <li>▪ Funds are flexible and meant to address each household’s needs</li> <li>▪ No end date for services</li> <li>▪ Assistance can be shallow or deep</li> <li>▪ Assistance can be tenant-based or be used to buy down units</li> <li>▪ Flex funds are an eligible use including pre-placement and retention-focused assistance</li> <li>▪ Secure 60 dedicated Section 8 vouchers in Y2 and 100 in Y3</li> <li>▪ Create flexible landlord incentive program (e.g. landlord guarantee fund)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Services are mobile</li> <li>▪ Services are flexible and adaptable</li> <li>▪ Services are relational and engaging via Assertive Engagement</li> <li>▪ Focus on increasing income (workforce or benefits)</li> <li>▪ Services are coordinated</li> <li>▪ Services focus on housing retention or prevention</li> <li>▪ Staff in community-based nonprofits, including expanded capacity within culturally-specific service providers; work in cross-agency teams</li> <li>▪ Services culturally specific including communities of color, seniors, LGBTQ, youth, veterans, immigrants, disabled</li> <li>▪ Include system-level landlord recruitment retention/response</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continues current affordable housing development models that leverage federal and tax credit funding; prioritize access to 30-50% of newly-created units for people experiencing homelessness, yielding priority access to approx. 125-210 units over 3 years</li> <li>▪ Establishes locally-funded options for innovative housing development models, e.g.:               <ul style="list-style-type: none"> <li>▪ Units are energy efficient, but don’t require LEED</li> <li>▪ High level minority contractors, living wages; not necessarily MWESB</li> <li>▪ Industry standard materials</li> <li>▪ Variety locations throughout area</li> <li>▪ Services/amenities as needed by population to be housed</li> </ul> </li> <li>▪ Affordable to 30% MFI or lower, often with rent assistance pool buy-down, sometimes with higher rent burden</li> <li>▪ Flexible admission criteria, screen in more homeless, disabled, DV</li> <li>▪ Create new supply, not just repurpose</li> <li>▪ On-line 1-2 years</li> </ul>	<ul style="list-style-type: none"> <li>▪ Eliminate or tighten rules around no cause evictions</li> <li>▪ Decrease screening barriers, standardize criteria and appeal processes</li> <li>▪ Allow preferences or priorities for populations involved in special programs</li> <li>▪ Allow preferences or priorities for populations who were previously excluded/gentrified/displaced</li> <li>▪ Increased flexibility in currently funded program (SC8, PH, HUD-funded, state-funded, etc.)</li> <li>▪ Allow local inclusionary zoning</li> <li>▪ Align health-care, workforce, institutional discharge policies with housing objectives</li> <li>▪ Expand role of culturally specific service provision; include equity lens in funding allocation</li> <li>▪ Establish ongoing system-level monitoring and evaluation</li> </ul>
<p>Costs:</p> <p>Y1: \$825,000 for 250 people/ 170 HH            Y2: \$1.6M for 330 people/ 230 HH            Y3: \$3.7M for 700 people/ 480 HH</p> <p>Total 3-year cost: \$6.125M</p>	<p>Costs:</p> <p>Y1: \$0 (uses existing staffing)            Y2: \$800,000 for 11 FTE            Y3: \$1. 25M for 18 FTE</p> <p>Total 3-year cost: \$2.05M</p>	<p>Costs:</p> <p>Y1: \$0            Y2: \$10M for 250 additional units            Y3: \$10M for 250 additional units</p> <p>Total 3-year cost: \$20M</p>	<p>Costs:</p> <p>Total 3-year cost: No currently-identified direct costs beyond prioritization of existing effort</p>