



2023 Roadmap

Accelerating Relief for the Portland Region's
Housing Affordability & Homelessness Crisis

January 2023 | Adopted by the HereTogether Coalition

Introduction



If there is one thing everyone living in the Portland region can agree on, it is the urgent need to help our neighbors move off the streets and into housing as soon as possible. To do so, we cannot afford to limit ourselves to a narrow scope of options and one-size-fits-all solutions. We must remain nimble, think outside the box, and be ready to act immediately on opportunities that will move people into housing on a quicker timeline and better streamline our systems now, and for the future.

The 2023 Roadmap, compiled by the HereTogether Coalition, lays out comprehensive recommendations to help our neighbors experiencing homelessness move indoors on a faster timeline, while providing the individualized services and compassionate care they need to succeed long-term in a safe, stable housing. The focus of this Roadmap is to recommend the most strategic, results-driven approach to better invest our time and resources in the coming year.

The 2023 Roadmap has been developed with the input of experienced, highly qualified service providers working every day on the front lines of our region's homeless crisis, as well as local business and community leaders who are deeply invested in solving the crisis in our region. It outlines four major goals for the coming year, along with specific recommendations to meet those goals and next steps to get started:

#1 | Expedite the path from living outdoors to indoors by prioritizing ready-to-go infrastructure.

Our neighbors need to move into safe, stable housing as quickly as possible. Recommendations under this goal are “low hanging fruit” where we can focus our energy and resources to start seeing results on the shortest timeline.

#2 | Grow and retain the workforce needed to address our region's crisis at scale.

We cannot solve our region's homeless crisis without a sufficient, qualified, and supported workforce. These recommendations address strategies to recruit and retain social service and healthcare workers who provide the ongoing services needed to help our unhoused neighbors transition into a stable, housed life.

#3 | Improve efficiency through better coordination and streamlined processes.

Homelessness does not stop at city or county lines. We are all in this together, and our government agencies, service providers and nonprofits must create and maintain clear lines of communication, improve coordination, and make our work as efficient as possible to reach our shared goal of ending the crisis on our streets.

#4 | Ramp up data collection, integration and reporting.

Collecting and using data to improve efficiency and measure our progress is foundational to understanding the best ways to provide services and housing. It's time to make this a top priority and fast-track taking our data collection methods and reporting to scale.

In the year ahead, we encourage city, county, regional and state leaders to be urgent, collaborative, and data-driven in their approach to getting our neighbors housed, and to pursue the 2023 Roadmap recommendations.

The HereTogether 2023 Roadmap: Goals & Recommendations

#1 | Expedite the path from living outdoors to indoors by prioritizing ready-to-go infrastructure.

There is no question we need to help our unhoused neighbors move indoors as soon as possible. The following recommendations highlight “low hanging fruit” to help us work smarter, faster, and invest our dollars more efficiently to move our unhoused neighbors into safe, stable housing. These key programs and opportunities that are proven to work on a faster timeline and/or remove barriers that slow down the process.

Importantly, the HereTogether Coalition advises local officials to focus funding on efficient, proven programs that generate short-term shelter and long-term housing. We encourage investing in programs that do not stand in the way of the end goal: getting our neighbors housed as quickly as possible.

→ Ramp up the Regional Long-Term Rent Assistance (RLRA) program.

The Supportive Housing Services measure provided key funding to create the [Regional Long-Term Rent Assistance \(RLRA\)](#)¹ voucher program, which removes barriers to ready-to-rent housing in the private market through monthly rental subsidies. RLRA enables people experiencing homelessness to rent long-term housing with fewer bureaucratic limitations than federal vouchers, while giving landlords reassurance that they will be fairly compensated during the course of the lease. This program proved to be a success in Year 1 of Supportive Housing Services spending: 94% of RLRA-assisted people were still housed after the first 6 months².

¹ Learn more about the RLRA program: <https://ahomeforeveryone.net/shs-regional-long-term-rent-assistance>.

² Supportive Housing Services 2021-2022 Annual Report, https://multco-web7-psh-files-usw2.s3-us-west-2.amazonaws.com/s3fs-public/FY%202022%20Annual%20SHS%20Report%20-%20Final_0.pdf

Given the swift nature of vouchers in moving unhoused people into long-term housing, **the HereTogether Coalition urges Multnomah, Washington and Clackamas counties to prioritize ramping up the RLRA program and accelerate issuing more vouchers in the coming year.**

Next Steps:

- ◆ **Ramp up usage of RLRA vouchers** as an immediately available long-term housing option for individuals experiencing chronic homelessness throughout the region.
- ◆ **Expand RLRA voucher eligibility** by expanding voucher access beyond single adults to include families and youth experiencing chronic homelessness.
- ◆ **Make RLRA a truly regional program** by aligning rules for RLRA across all three counties, reducing complications that arise when finding and leasing private market housing across county lines.
- ◆ **Improve transparency in RLRA reports** by requiring counties to include the number and cost of vouchers for the current reporting period, as well as a running total of vouchers issued and leased. Additionally, reports should include information about the average length of time from assessment to enrollment, retention rates, how many people relapse back into homelessness, and instances of landlords rejecting RLRA.
- ◆ **Commission an RLRA economic forecast** to help inform counties on how many vouchers can be allocated and sustained with Supportive Housing Services and other funds. By commissioning the forecast in the coming months, Metro's Tri-County Planning Body can use it to guide the Supportive Housing Services Year 3 budget allocation to RLRA.

→ Increase the number of deeply affordable units by pairing Regional Long-Term Rent Assistance (RLRA) vouchers with affordable housing bond projects.

Deeply affordable housing units – housing units typically reserved for our most vulnerable and chronically unhoused neighbors with disabilities and paired with wraparound services – are critical to meeting the full spectrum of needs in our region. These units are particularly important for meeting the needs of our neighbors

experiencing unsheltered homelessness (those who are living in tents or otherwise sleeping outside).

The HereTogether Coalition urges local officials to help maximize the number of these units by pairing the RLRA program created by the Supportive Housing Services measure with units built through the Portland and Metro affordable housing bonds.

Next Steps:

- ◆ **Supportive Housing Services funded counties should work with Housing Bond funded jurisdictions to expand the number of deeply affordable units.** Metro’s Tri-County Planning Body should facilitate this coordination and provide any needed short-term funding through the Regional Investment Fund.

→ Prioritize converting hotels/motels into housing.

Few existing buildings can be converted into housing more quickly than hotels/motels. With individual rooms and bathrooms ready or nearly ready for move-in, hotels are “low hanging fruit” for shelter and transitional housing options. Oregon’s [Project Turnkey](#)³ has already proven the fast-moving success of this approach.

The HereTogether Coalition urges state and local leaders to prioritize hotel conversions by allocating additional funds to find, lease or purchase and prepare more hotels and motels to welcome unhoused residents as soon as possible.

Next Steps:

- ◆ **Urge the Oregon Legislature to allocate funding** for another round of Project Turnkey.
- ◆ **Leverage Metro Housing Bond interest funds** to immediately purchase and convert hotels for sale in our region.

³ Learn more about Project Turnkey:
<https://oregoncf.org/community-impact/impact-areas/housing-stability/project-turnkey/>.

→ Explore creative opportunities with proven outcomes to expedite the path from the street to safe housing.

In the effort to end the crisis on our streets, we cannot be limited in our approach. Some promising new and existing approaches include group housing recovery beds, village shelter models, home sharing and more. Additionally, service providers and advocacy organizations in our region continue to pilot promising new projects and explore opportunities to fund additional housing.

The HereTogether Coalition urges local leaders to explore all potential options to expedite moving our neighbors indoors on a faster timeline, and invest in opportunities that are proven to work quickly and affordably.

Next Steps:

- ◆ **Implement a program similar to Seattle’s [Housing Connector](#)⁴**, which engages and connects more private market housing providers with social service housing navigators and case managers.
- ◆ **Scale up eviction prevention and short term rent assistance services.** The best way to end someone’s homelessness is to prevent it from happening in the first place. In its first year, Supportive Housing Services funding alone prevented eviction for 9,156 households in Multnomah County.⁵ Short term rent assistance lasts up to two years and is a key way to help people move off the streets into transitional or temporary housing. We urge Washington and Clackamas Counties to quickly scale up these programs as well.
- ◆ **Expand programs like [HomeShare Oregon](#)⁶**, which encourages home owners to rent out their vacant rooms to compatible roommates.
- ◆ **Ease liability for nonprofit lease holders to establish more master leasing programs.** A master lease enables a housing provider to lease a block of units from a property owner and act as the property manager, subleasing units to people qualified for affordable housing. This arrangement provides stability and eases transaction costs for both parties.

⁴ Learn more about Housing Connector: <https://www.housingconnector.com/>

⁵ Supportive Housing Services 2021-2022 Annual Report, https://multco-web7-psh-files-usw2.s3-us-west-2.amazonaws.com/s3fs-public/FY%2022%20Annual%20SHS%20Report%20-%20Final_0.pdf

⁶ Learn more about HomeShare Oregon: <https://www.homeshareoregon.org/>

- ◆ **Identify and remove barriers to converting empty office spaces into affordable housing, and provide incentives for doing so.** As telecommuting remains a regular feature of daily work, this remains a major opportunity to develop more housing units. This will also help revitalize areas of cities with foot traffic.
- ◆ **Pursue funding through Measure 110 to fund and expand proven [recovery housing programs](#)⁷,** which provide places for people in recovery to stabilize.
- ◆ **Create a streamlined system for tracking and booking available shelter beds,** enabling qualified service providers to more quickly help the people in their care. A model for this type of system has already been piloted by WeShine.
- ◆ **Site and stand up villages and other alternative shelter models by reducing and streamlining permitting processes and fees** (see next section). Emphasize that the design, rules and guidelines for any alternative shelter be created in consultation with those residing in them and others with lived experience and the surrounding neighborhood.
- ◆ **Invest in innovative programs like the [Trust Youth Initiative](#)⁸,** which uses a direct cash transfer program coupled with housing navigation and financial coaching to help historically underserved youth transition into stable, independent living.

→ **Streamline permitting as soon as possible.**

Every municipality in the region should be urgently working to meet its housing needs, and remove roadblocks wherever possible. There is broad agreement that Portland’s current permitting system is an obstacle to fast, affordable housing production – as well as broad support for the recent City of Portland resolution to streamline the permitting process.

The HereTogether Coalition urges the City of Portland to work as quickly as possible to meet the goals of [Resolution 37593](#)⁹, which intends to streamline Portland’s permitting system and reduce/remove this barrier to new housing, and produce 20,000 units of affordable housing by 2033.

⁷ Learn about one of these programs in Multnomah County:

<https://www.multco.us/multnomah-county/news/quest-center-and-bridges-change-open-region's-first-recovery-housing-lgbt-hiv>

⁸ Learn more about the Trust Youth Initiative: <https://www.pointsourceyouth.org/directcashtransfers>

⁹ See the full text of Resolution 37593: <https://www.portland.gov/council/documents/resolution/adopted/37593>

Next Steps:

- ◆ **The City of Portland should immediately implement its commitments outlined in Resolution 37593.** This work should include input from affordable housing developers, commercial property owners, service providers and Long-Term Rent Assistance implementers.

→ Remove common barriers to housing and employment.

People with past evictions, nonviolent criminal records, and outstanding fines and fees too often struggle to find landlords willing to lease to them or employers willing to hire them and end up facing homelessness. This disproportionately impacts communities of color and people who have previously experienced homelessness.

The HereTogether Coalition urges our local leaders to support creating better pathways for every person living outdoors to transition indoors. Unhoused individuals or those that are at risk of becoming unhoused and are eligible to have misdemeanor offenses expunged and have accepted community service as an option to satisfy their outstanding fines and fees can be delayed in fulfilling those requirements while struggling with life on the street or living in a shelter. To that end, enrolling and engaging in homeless services programs, which help individuals receive the support and skills needed to transition into a more stable, housed life, should count toward those hours.

Next Steps:

- ◆ **Develop a Tri-County Homeless Court program**, similar to the [Homeless Court program developed in San Diego](#)¹⁰ and supported by the American Bar Association, which helps unhoused people work more quickly toward record expungement and open the door to housing and employment opportunities. This would require the cooperation of the District Attorneys in Multnomah, Washington, and Clackamas Counties.
- ◆ **Remove barriers to renting** by enforcing [fair housing laws](#)¹¹ and enforcing the City of Portland's [Fair Access in Renting \(FAIR\) Ordinances](#)¹² to ensure every potential tenant has an equal opportunity to get an apartment in the private market.

¹⁰ Learn more about the Homeless Court program: <https://www.homelesscourtprogram.org/>.

¹¹ See the Fair Housing Council of Oregon's resources: <https://fhco.org/resources/>

¹² Learn more about FAIR Ordinances: <https://www.portlandoregon.gov/phb/article/752954>

#2 | Grow and retain the workforce needed to address our region's crisis at scale.

Frontline service providers are the backbone of our region's response to homelessness. They do the actual work day after day to reach and help our unhoused neighbors transition indoors, and provide ongoing support to help them stay housed long-term.

Unfortunately, our region is facing a major frontline service provider labor shortage. While working on the front lines can be rewarding, it involves long, demanding hours to support people in crisis, making do on shoestring budgets, and earning low-to-modest wages. These factors are contributing to a major labor shortage that is adding pressure to an already exhausted workforce. **Difficulty recruiting and retaining staff for these positions is an ongoing, invisible barrier to solving the crisis on our streets.**

We cannot accomplish our shared goals without a robust, supported, and trained workforce. The majority of frontline workers in our region are women and/or people of color, making this both a matter of bringing our efforts to scale and supporting equity in our region. From stronger recruitment efforts and expanded training programs, to living wages, we need to invest in our workforce to match the scale of our region's homeless crisis.

→ Support living wages and benefits that ensure service providers can recruit and retain enough staff to reach full capacity.

Frontline jobs require training and experience, making it essential to ensure service providers can effectively recruit and retain staff. Skyrocketing housing costs have made paying a living wage more important than ever so workers can continue to afford to live here. Additionally, with other employment sectors facing staffing shortages and major wage discrepancies between employers, having the ability to provide competitive wages and benefits enables organizations doing critical work to staff up to full capacity, while ensuring their employees on the front lines can take care of themselves and their families.

The HereTogether Coalition urges local leaders to extend contracts to frontline service providers that ensure workers can be paid a living wage with competitive benefits, and enable providers to attract new applicants and retain seasoned staff. Making this a

priority will allow more agencies to fully staff all functions to meet capacity requirements, and bring the work to solve our homeless crisis to scale.

Next Steps:

- ◆ **Support the Nonprofit Association of Oregon and Northwest Health Foundation’s campaign** for a “[Nonprofit Modernization Act](#)”¹³ to address funding and contracts in the nonprofit sector.
- ◆ **Support the proposal to [Oregon Solutions](#)**¹⁴ for a facilitated and solutions-based assessment of living-wage compensation for social and human service nonprofit organizations.

→ **Grow the frontline workforce pipeline.**

We must expand and enhance employment opportunities for frontline workers to effectively and compassionately work with people experiencing homelessness, addiction, and/or a mental health crisis.

The HereTogether Coalition recommends bolstering opportunities to recruit, retain, and train an adequate, skilled workforce to meet our region’s needs.

Next Steps:

- ◆ **Include workforce training and recruiting programs in county budgets** for the Supportive Housing Services measure, as well as federal and state funding.
- ◆ **Pilot new and fund existing programs for training people with lived experience to become frontline workers**, as personal experience with homelessness is a uniquely helpful and important qualification in this line of work. The [Washington County Workforce Development Pilot program](#)¹⁵ has piloted a program like this that can serve as a model for other counties.

¹³ Learn more about the Nonprofit Modernization Act: <https://www.northwesthealth.org/npma>

¹⁴ Learn more about Oregon Solutions: <https://orsolutions.org/>

¹⁵ Learn more about the Washington County Workforce Development Pilot program: <https://www.washingtoncountyor.gov/housing-supportive-housing-services/documents/washco-shs-annual-report-20212022/download?inline>

- ◆ **Expedite Portland State University’s innovative new [Credit for Prior Learning](#)¹⁶ program** which would allow people to apply work experience in the field toward human services and social work certifications.
- ◆ **Expand access to paid work for people who are unhoused** through innovative programs like [Cultivate Initiatives](#)¹⁷, [Trash for Peace](#)¹⁸, and [Central City Concern’s Clean Start](#)¹⁹, as well as proposals by Worksystems, Inc to replicate [successful work programs](#)²⁰ from other communities.
- ◆ **Assess additional needs to develop a strong pipeline of frontline workers** by conducting a gap analysis to plan for current needs and workforce availability in the social services sector, and help fill future social service jobs coming online through funding from the Supportive Housing Services measure.

→ Center equity in contracting.

Current practices at the county level can inadvertently create added financial burdens that preclude nonprofit service providers from doing the critical work they were contracted to do. Contracts that reimburse expenses can be a workable model for large established organizations with sufficient cash on hand, but can place a crushing financial burden on smaller, cash-strapped nonprofits that may not be able to front costs. This burden tends to fall hardest on new organizations and small, community-based nonprofits that provide culturally specific support to BIPOC and LGBTQ+ people impacted by homeless.

While the specifics of each county’s contracting practice are nuanced, the HereTogether Coalition calls on counties to review their practices to ensure contracting agencies recognize the different needs of each nonprofit – especially new and small community-based nonprofits – to ensure they have adequate support to fulfill the work they are being contracted to do.

¹⁶ Learn more about PSU’s Credit for Prior Learning Program: <https://www.pdx.edu/registration/credit-prior-learning>

¹⁷ Learn more about Cultivate Initiative’s workforce development program: <https://www.cultivateinitiatives.org/workforce-development>

¹⁸ Learn more about Trash for Peace: <https://www.trashforpeace.org>

¹⁹ Learn more about Central City Concern’s Clean Start program: <https://centralcityconcern.org/jobs-location/clean-start-ccc/>

²⁰ Learn more about WorkLB: <https://www.worklb.org/>

Next Steps:

- ◆ **Contracts that require significant financial outlays prior to reimbursement create a real barrier for small, emerging, and culturally specific service providers.** To alleviate this burden, counties should update contracting protocols to cover service delivery costs before expenses are incurred by the service provider.
- ◆ **Metro’s Tri-County Planning Body should develop work groups in each county to set up equity and innovation funds within the Regional Investment Fund.** These groups should include voices from all types of stakeholders, and focus on developing best practices for equity in contracting to ensure program stabilization, worker retention, and supporting culturally specific, BIPOC-led, and LGBTQ+ organizations.

#3 | Improve efficiency through better coordination and streamlined processes.

We will only succeed at solving our region’s homeless crisis if we work together – from the elected leaders and government agencies overseeing budgets, to service providers and nonprofits working on the ground, and everyone in between. The following recommendations cover key areas where working together will ensure our efforts are as efficient, collaborative, and transparent as possible, while accelerating the timeline between now and solving our region’s homeless crisis.

→ **Ensure efficient, timely spending by establishing clear rules for Supportive Housing Services carryover funds from Year 1 and beyond.**

The first year of putting Supportive Housing Services funds to work was a building year with some lessons learned. Much of the funding didn’t come in the door until the fourth quarter, with only 26.5% of total collections spent by year-end. Maintaining a large carryover balance contradicts the program's goals and undercuts the effort to act urgently to bring our unhoused neighbors indoors.

The HereTogether Coalition urges Metro to hold each county accountable to their annual spending goals, and work throughout the year to ensure money coming in the door is being put to use as quickly as possible. This includes ensuring counties are prepared to move money out the door quickly once funds become available, and forecasting balance surpluses and deficits with sufficient time to adjust to those changes.

Next Steps:

- ◆ **The Regional Oversight Committee should establish and enforce clear rules regarding spending carryover funds** to ensure counties stay on track and every dollar is being put to use in a timely manner. At the beginning of each program year, the Committee should request a detailed quarter-by-quarter spending plan and receive updates on progress each quarter so action can be taken, if necessary, to meet annual budget goals.

→ Streamline systems to ensure people leaving health and correctional institutions are not discharged directly into homelessness.

The HereTogether Coalition urges better systems collaboration to fill the gap that too often exists between housing and other sectors that interface with people who are homeless. This includes aligning housing support programs (e.g. Regional Long-Term Rent Assistance vouchers and Supportive Housing Services resources) to ensure people exiting institutional settings are discharged into housing rather than homelessness. Additionally, it is critical to remember that people leaving institutional settings (e.g. hospitals, detox facilities, correctional facilities, etc) are often particularly vulnerable, with limited financial resources and employment opportunities, and in need of stable housing. **We must make changes to ensure they are not deprioritized on waitlists for long-term housing when they receive transitional services.**

Next Steps:

- ◆ **Ensure case managers at addiction and behavioral health treatment facilities, healthcare facilities, and working in the criminal justice system have direct access to resources,** such as housing vouchers and programs funded by the Supportive Housing Services measure, to provide to people in their care. This is especially critical for people with complex behavioral health issues to ensure they are discharged with adequate support to prevent falling back into homelessness.

- ◆ **Involve Health Share of Oregon and health system partners in jurisdictional planning.** Housing and healthcare are interrelated and starting in 2024, Medicaid will pay for housing expenses, providing another revenue stream to assist the lowest-income and most unstably housed members of our community. HereTogether encourages Metro and the three counties to involve Health Share of Oregon and their health systems partners in the planning and implementation of Medicaid-eligible housing expenses to ensure they are aligned with the Supportive Housing Services measure.

→ Increase opportunities for meaningful community engagement.

Living up to our shared equity goals means ensuring marginalized voices are brought to the table and have meaningful opportunities to help shape the process. Counties must ensure they are continually engaging the expertise of frontline service providers, people with lived experience, culturally specific and LGBTQ+ providers, and other stakeholders, especially when working to develop annual metrics, goals, budgets and other program improvements. as outlined in the Supportive Housing Services ballot measure as they develop the required annual work plan.

The HereTogether Coalition urges each county to meaningfully engage with experts on the ground as they develop annual work plans for the Supportive Housing Services measure to ensure our efforts to bring our unhoused neighbors indoors meets our equity goals in the process.

Next Steps:

- ◆ **Community and stakeholder engagement must be ongoing.** The county-level plans for implementing the Supportive Housing Services program are updated annually. That work must be informed by a robust stakeholder engagement process, as outlined in the measure, that includes a range of stakeholders including those with lived experience.

#4 | Ramp up data collection, integration and reporting.

Collecting critical data and using it to make our work more efficient is just as important as ramping up housing and services. **Our region needs an integrated, data-driven approach to addressing homelessness which will allow for more transparency and accurate measure of progress, ease the burden on frontline providers, connect unhoused individuals with services and ultimately move toward the goal of reaching “functional zero” – a future where homelessness is rare and brief.**

The following recommendations are focused on making services more efficient in real time and lessening the burden on frontline workers. Making these improvements will enable creating reporting dashboards to track critical needs, measure progress, and improve public transparency into how homelessness is being addressed in our region.

→ Accelerate Built for Zero implementation.

[Built for Zero](#)²¹ is a national movement that creates a framework for integrating quality, real-time data with continuous improvement efforts to address widespread homelessness. Built for Zero’s recommended processes help local agencies and service providers identify urgent needs in real time, efficiently match them with the appropriate services, and monitor progress.

All three counties are enrolled in Built for Zero, which has the potential to help us better understand the individualized needs of our region’s homeless population on a regular basis and help individuals connect with services. **The HereTogether Coalition urges local leaders to fast-track getting Built For Zero fully up and running in our region so we can begin using this data to guide improvements, inform the work of case management teams, and create both internal and public facing dashboards.**

Next Steps:

- ◆ **Set up easy-to-use data entry systems** that make it easier for frontline workers to collect and report data in real time while protecting individuals’ privacy, using recommendations through Built for Zero.

²¹ Read about the full Built for Zero approach: <https://community.solutions/built-for-zero/the-movement/>.

- ◆ **Implement well-mapped and regularly staffed outreach programs** that ensure every person experiencing homelessness in the region is known to outreach workers and regularly offered engagement, resources and services.
- ◆ **Stand up case-conferencing and care coordination tables** that bring providers together to support clients with complex needs.
- ◆ **Develop regularly updated dashboards** to help the public understand progress to date of people exiting homelessness (outflow) and new people entering homelessness (inflow), along with other measurements across the care continuum.
- ◆ **Better understand how people are entering homelessness from correctional institutions, adult care facilities, hospitals, immigration etc. by conducting an inflow analysis** of likely starting points. This analysis should also assess the number of people who are at risk of entering homelessness, such as currently housed people who meet qualifications for extremely low income and disability support, and those who are rent-burdened with housing costs in excess of 50% of their income.
- ◆ **Conduct a county-level analysis of shelter/housing capacity, demand, and people entering and leaving homelessness** and integrate this into realtime reporting dashboards.
- ◆ **Invest in mobile devices and systems** that help make demographic and care intervention data input easier, and give frontline workers access to tools with real-time data to find available shelter beds and housing for those who need it. This should include investments in training frontline workers to use the devices and reporting tools appropriately.
- ◆ **Commit to continuous improvement processes** to regularly develop, test and implement opportunities for innovation.

→ **Coordinate information technology systems across all health and human services.**

The HereTogether Coalition urges local agencies to prioritize coordinating and person-level information technology systems across all health and human services, giving service providers and agencies the tools to better track progress and identify service gaps on both an individual and region-wide level. Integrating systems will better

synchronize data and enable developing more accurate, real-time dashboards of the work happening on the ground.

Next Steps:

- ◆ **Map current regional information systems, data structures and desired systems to integrate** (e.g. HMIS, Continuum of Care, healthcare provider and insurance, criminal justice, etc.) to build a comprehensive system that provides person-level visibility and data tracking across all service points.
- ◆ **State agencies should integrate state information technology systems interacting with homelessness** (e.g. state housing services, foster care, healthcare services, criminal justice systems, HMIS, Built For Zero, homeless service providers, etc.) and work with local and regional jurisdictions to seamlessly integrate this data.

→ Improve reporting practices and accountability.

Quarterly Supportive Housing Services reports are the public’s window into progress that has been made to address homelessness.

The HereTogether Coalition calls on the counties and Metro to improve reports to include more data with better consistency to serve as a tool for transparency and accountability across the region.

Next Steps:

- ◆ **Improve quarterly and annual Supportive Housing Services reports** to include accountability metrics, including historic trends, progress toward annual goals, and budget to actuals for each category. Financial categories should align with outcome metrics in the data sections for ease of understanding what services were provided in each funding area.
- ◆ **Include homeless services outcomes across all funding sources in reports.** Work to address our region’s homeless crisis is being funded by a variety of sources, including the Supportive Housing Services measure, housing bonds, federal, state and other local funding. In addition to specific numbers for individual bonds, reports should include numbers that show the “big picture” of people being helped across funding sources.

Appendix: Supporters of the 2023 Roadmap

Organizations & Businesses

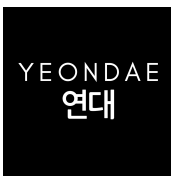








Somali American Council of Oregon



Community Leaders

Elected Leaders

Ruth Adkins, Former Portland Public Schools board member

Representative Mark Gamba, House District 41

Wilda Parks, Former Milwaukie City Council Member

Business Leaders

Brigid Blackburn, Co-Owner, Cargo Inc

Matt Chapman, Retired CEO

Kristen Cooper, Founder, Blackbird Benefits Collective

Joey Gleason, Owner, Founder, Marigold Coffee

Eli Haworth-Kaufka, Co-Owner, Cloud City Realty

Michael Jonas, Owner and Principal Attorney, Rational Unicorn Legal Services

Megan Justice, Owner, Crayon Advisory, LLC

Kathy Kniep, Principal, Kathy Kniep Consulting

Theresa Kohlhoff, Attorney

Dave Otte, Principal and Owner, Holst Architecture

Peter Platt, Owner, Andina

Mac Prichard, Founder and Publisher, Mac's List

Katie Pryde, Proprietrix, Books with Pictures

Jocelyn Quarrell, CEO, Bold Reuse

Andrew Rowe, Executive Chairman, AllMed Healthcare Management

Brad Twiss, Owner and Principal Broker, Neighbors Realty

Christine Vernier

David Vernier

Timothy Walsh, Attorney

Dr. Douglas Walta, MD

Keith Wilson, President and CEO, Titan Freight Systems

Tuck Wilson, Retired Project Manager

Faith Leaders

Rev. Catherine Allard, Intentional Interim Co-Pastor, Smyrna United Church of Christ

Dana Buhl, Director of Social Justice, First Unitarian Portland

Delphine Busch, Metropolitan Alliance for Common Good, Associate of Sisters of the Holy Names

Rev. Dr. Valerie Chapman, Retired Minister

Rev. Dr. Chuck Currie, University Chaplain Emeritus, Pacific University

Rev. Adam Ericksen, Clackamas United Church of Christ

Rev. Sara Fischer, Rector, Saints Peter & Paul Episcopal Church

Lisa Hatten, Community Center Director, St. Andrew Catholic Church

Anna Hoesly, MFT, Lead Pastor/Organizer, Storyline Community

K. Kendall, Portland Buddhist Peace Fellowship

Faith Leaders (continued)

Pastor Joshua Kingsley, King of Kings Lutheran Church, Oak Grove

Elizabeth Klein, Deacon, Grace Memorial Episcopal Church

Rev. Erin Martin, Pastor, Fremont United Methodist Church

Rev. Julia Nielsen, Executive Organizer, Leaven Land & Housing Coalition

Rabbi Ariel Stone, Congregation Shir Tikvah

Fumiaki Tosu, Executive Director, Dandelion House Catholic Worker

Organizational Leaders

Dave Albertine, Interfaith Alliance on Poverty

Trell Anderson, Executive Director, NW Housing Alternatives

San Juana Aguilar, Supportive Housing Services Case Manager, Bienestar

Beth Burns, Executive Director, p:ear

Bridget Calfee, Executive Director, HomePlate Youth Services

Mellani Calvin, Founder/Director, ASSIST Program

Marcela Cartagena, Emergency Services Director, Our Just Future

Caleb Coder, Executive Director, Cultivate Initiatives

Katie Cox, Executive Director, The Equi Institute

Bridget Dazey, Executive Director, Clackamas Workforce Partnership

Kristle Delihanty, Executive Director, PDX Saints Love

Rachael Duke, Executive Director, Community Partners for Affordable Housing

Melissa Erlbaum, Executive Director, Clackamas Women's Services

Simon Fulford, Executive Director, Parrott Creek Child & Family Services Inc.

Jess Gibly, Director of Permanent Supportive Housing, Do Good Multnomah

Andy Goebel, Executive Director, All Good Northwest

Laura Golino de Lovato, Executive Director, NW Pilot Project

Carol Greenough, Board Member, Family Promise of Tualatin Valley

Janie Gullickson, Executive Director, The Mental Health & Addiction Association of Oregon (MHA AO)

Joon Ae Haworth-Kaufka, Co-Founder, Yeondae

Marcia Hille, Executive Director, Sequoia Mental Health

Katrina Holland, Executive Director, JOIN

Brian Hoop, Executive Director, Housing Oregon

Brandi Johnson, Executive Director, LoveOne

Organizational Leaders (continued)

Joy Jones, President & CEO, Transition Projects

Scott Kerman, Executive Director, Blanchet House

Anna Kurnizki, Executive Director, Community Warehouse

Dr. Marguerita Lightfoot, Associate Dean, Research, OHSU, PSU School of Public Health

Diane Linn, Executive Director, Proud Ground

Levin Manabat, MSW, CSWA, CFSW, CMCC, CTP, Clinical Consultant/Housing Director, Greater New Hope Family Services

Brando Martin, Housing Justice Lead Organizer, Unite Oregon

Sahaan McKelvey, Director of Community and Family Programs, SEI

Ana Meza, Co-Executive Director, ROSE Community Development

Andy Miller, Executive Director, Our Just Future

Keenan Moore, Youth Housing and Health Navigator, DevNW

Jennifer Morris, Executive Director, The Father's Heart Street Ministry

Andy Nelson, Executive Director, Impact NW

Katie O'Brien, Executive Director, Rose Haven

Musse Olol, President, Somali American Council of Oregon

Jill Orr, Executive Director, Clackamas Service Center

Michael Parkhurst, HereTogether Board Member

Steve Rudman, Co-Chair, Metro Affordable Housing Bond Oversight Committee; Member, Tri-County Planning Body

Stacey Rutland, President, Income Movement

Robert Rutledge-Shryock, Executive Director of Operations, Portland Street Medicine

Nick Sauvie, Co-Executive Director, Rose Community Development

Genevieve Sheridan, Executive Director, Good Neighbor Center

Kemp Shuey, Executive Director, Community Action–Washington County

Travis Small, Case Manager, Community for Positive Aging

Jill Spencer, Volunteer, Right 2 Dream Too

Sean Suib, Executive Director, New Avenues for Youth

Rowie Taylor, Executive Director, Domestic Violence Resource Center

Nathan Teske, Executive Director, Bienestar

Catherine Todd, Director of Housing Services, Easterseals of Oregon

Organizational Leaders (continued)

Brandi Tuck, Executive Director, Path Home (Formerly Portland Homeless Family Solutions)

Michele Veenker, Executive Director, Family Promise of Metro East

Shyra Wade, Mental Health Therapist, Native American Rehabilitation Association

Tara Wilkinson, Co-Director, Intertwine Alliance

Other Community Leaders

Kim Albers, Resident of Portland

Mary Ann Barham, Resident of NE Portland

Chip Hall

Zora Hess

Leslie Martinez

Fred Neal, Resident of Piedmont, Farragut Park

Vivienne Popperl, Resident of Laurelhurst Neighborhood

Michaelle Robardey, Resident of St. Johns