



**2022 HUD CONTINUUM OF CARE  
SOLICITATION TO APPLY FOR NEW OR EXPANDED  
PERMANENT HOUSING PROJECTS  
PORTLAND/ GRESHAM/ MULTNOMAH COUNTY**

Seeking applications for new projects to provide permanent housing for people experiencing homelessness, with a focus on serving individuals and families experiencing unsheltered homelessness and reducing disparities in homelessness among communities of color. Selected projects will be invited to apply for renewable federal funding estimated to total \$8.3 million over a three-year grant period. At the end of the three-year period, projects will be eligible for renewal through the standard Continuum of Care Funding Competition.

*You can find the solicitation published online at  
<https://www.multco.us/johs/coc-unsheltered-funding-opportunity>.*

**Pre-applications due by email to [alyssa.plessner@multco.us](mailto:alyssa.plessner@multco.us) by  
Friday, September 16th, 2022, by end of day (11:59 PM).**

**Table of Contents**

I. Background	2
II. Local Priorities for the 2022 Special NOFO Project Solicitation	3
III. Eligibility and Available Funding	7
IV. How to Apply	9
V. Local Pre-Application Evaluation Criteria	10
Appendix A: Summary of Recently Awarded Permanent Housing Bonus Projects	12
Appendix B: Key Definitions	14
Appendix C: Detailed Information on Eligible CoC Program Components and Activities	17
Appendix D: Pre-application for 2022 HUD Continuum of Care New Projects	19
Appendix E: OR-501 Plan to Serve Individuals and Families with Severe Service Needs (Draft)	29

**Informational Meeting:**

If you are interested in submitting a proposal, we highly encourage you to attend an info session  
on

**Tuesday, August 30th, 2022, from 10:00-11:00 am** (virtual meeting).

**QUESTIONS?** Contact Alyssa Plessner at [alyssa.plessner@multco.us](mailto:alyssa.plessner@multco.us).

## **I. BACKGROUND**

Since 1994, the U.S. Department of Housing and Urban Development (HUD) has used the phrase "Continuum of Care" (CoC) when referring to a federal stream of funding specifically intended to serve people experiencing homelessness. This funding was established through the 1987 McKinney-Vento Homeless Assistance Act and reauthorized through the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009.

HUD released a second Notice of Funding Opportunity (NOFO) this year specifically to award funding to "...reduce unsheltered homelessness, particularly in communities with very high levels of unsheltered homelessness..." Portland, Gresham and Multnomah County are eligible to apply for up to \$8.3 million over three years to fund new projects that meet HUD and local priorities in addressing unsheltered homeless among individuals and families with high service needs.

For the last several years, HUD has made available limited new funds within its NOFO for new or expanded permanent housing bonus project(s) serving homeless individuals and families. This Supplemental NOFO represents a first-of-its-kind package of resources to address the increase in unsheltered homelessness across the county. The \$8.3 million available under this NOFO will enhance our CoC's capacity to humanely and effectively address unsheltered homelessness by connecting vulnerable individuals and families to housing, healthcare, and supportive services. This Special NOFO strongly promotes partnerships with healthcare organizations, public housing authorities and mainstream housing providers, and people with lived expertise of homelessness.

In addition to HUD regulatory requirements and funding priorities, local decisions regarding use of CoC funding have been guided by local plans to end homelessness. In 2012, the City of Portland, Multnomah County, and Home Forward convened a committee of diverse stakeholders to review data, listen to the community, and learn from effective local and national practices. The resulting framework, [\*A Home for Everyone: A United Community Plan to End Homelessness for Portland/Multnomah County\*](#), identified the following guiding principles: prioritize vulnerable populations; promote racial and ethnic justice; use data-driven assessment and accountability; engage and involve the community; and strengthen system capacity and increase leveraging opportunities. For this Special NOFO, local decisions regarding the allocation of CoC funding will also be based on our CoC's Plan to Serve Individuals and Families Experiencing Homelessness with Severe Service needs. All applications for new projects must be aligned with and support the overall goals of our CoC plan. An outlines version of the plan can be found in Appendix E of this document.

In 2014, the Cities of Portland and Gresham, Multnomah County, and Home Forward formally chartered the [\*A Home for Everyone \(AHFE\) Coordinating Board\*](#) to act as the governing board for local use of CoC resources. In April 2022, the AHFE Coordinating Board was sunset and has been replaced by the Multnomah County Continuum of Care (CoC) Advisory Board. The CoC Advisory Board chartered a Collaborative Application Committee (CAC) to rate and rank existing local CoC-funded projects and recommend new projects for submission in the CoC's 2022 application to HUD.

**While any eligible applications will be considered in 2022, the Collaborative Application Committee (CAC) is responding to the need of individuals and families experiencing unsheltered homelessness as well as disparities in homelessness among communities of color in Multnomah County by seeking and prioritizing competitive applications for funds that will most effectively reduce a disparity within one or more of those communities. The CAC has identified a number of additional priorities, outlined in Section II.**

## **II. LOCAL PRIORITIES FOR THE 2022 NEW OR EXPANDED PROJECT SOLICITATION**

The Collaborative Application Committee (CAC) has a set of priorities for all new project proposals. This is a similar set of priorities put forward by the CAC (formerly the Resource Advisory Committee, RAC) for the Regular 2022 HUD Continuum of Care Solicitation to Apply for New Permanent Housing Projects.

Organizations that applied in prior years are welcome to respond to this solicitation with the same or a similar proposal, and/or with an entirely new proposal. The CAC also encourages new organizations to apply. For the Special NOFO the projects that will be prioritized include those that:

- 1) Meet the needs of a community of color overrepresented in the homeless population
- 2) Serve individuals and families experiencing unsheltered homelessness
- 3) Use a Housing First approach
- 4) Focus on Permanent Supportive Housing and Supportive Services Only, as defined by HUD

### **Priorities for all new or expanded project proposals**

#### **1) Projects that meet the needs of a community of color overrepresented in the homeless population**

In assessing the most pressing local needs and gaps in services, the CAC consulted a range of available data, including the most recent Point-In-Time Count (PITC) of homelessness in Portland, Gresham and Multnomah County and data from January 2022 on individuals participating in Coordinated Entry. These data were available from the CoC's Homeless Management Information System (HMIS). The PITC and Coordinated Entry data highlighted multiple urgent concerns, most significant among them a continued overrepresentation of Native Americans and Alaska Natives, Black/African Americans, and Native Hawaiians and other Pacific Islanders within the population of people experiencing what HUD considers literal homelessness. This includes people staying in emergency shelter, transitional housing, or a place not meant for human habitation (see Appendix B for full HUD definition of homelessness). We also know that there are significant limitations to PITC data, particularly when it comes to accurately counting people of color experiencing homelessness. The CAC invites applicants to identify disparities in literal homelessness experienced by other communities of color using other data sources.

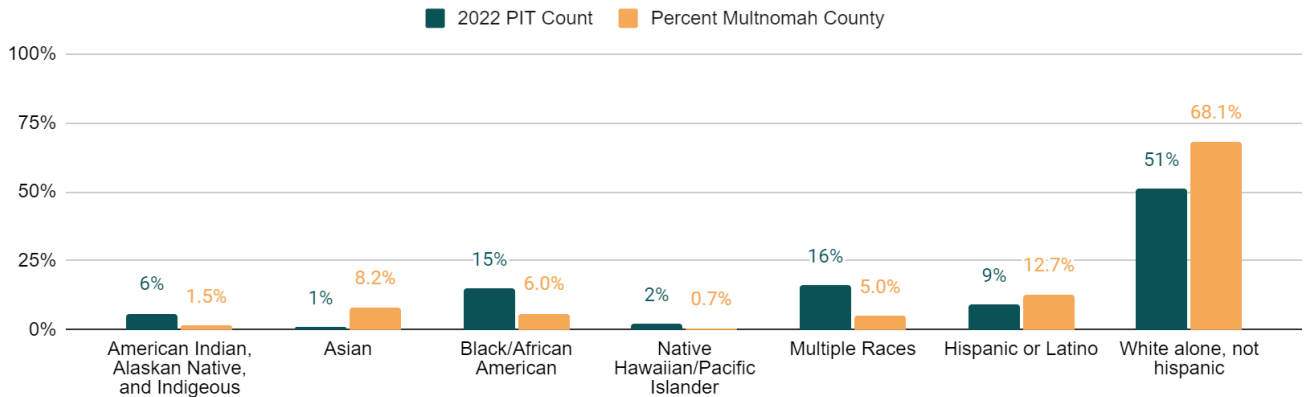
This year, the CAC is responding to unmet need within communities of color overrepresented in Multnomah County's homeless population. Multiple projects serving different and/or overlapping populations may be selected. Within and across these priority populations, the CAC seeks projects that demonstrate a strong commitment and capacity to providing culturally-responsive and/or culturally-specific services, along with projects that leverage existing resources and advance system alignment.

#### ***Racial disparities in HUD homelessness documented by the Point-In-Time Count***

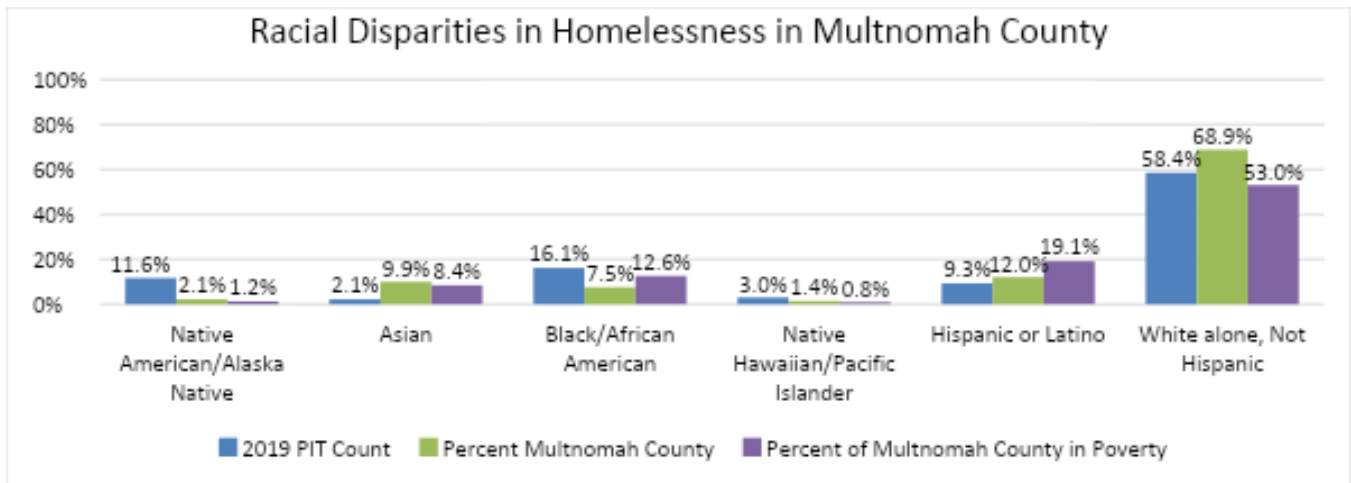
The PITC documents racial disparities in rates of literal homelessness for African Americans, Native Americans and Alaska Natives, and Native Hawaiian and other Pacific Islanders compared to their overall share of Multnomah County's population.

The full 2022 PITC report was not available in the timeframe of this solicitation. However, [preliminary PITC data](#) show that American Indian, Alaskan Native, and Indigenous peoples; African American; and Native Hawaiian and Pacific Islander continue to face disproportionate rates of homelessness. Native Hawaiian/Pacific Islanders are more than three times more likely to experience homelessness than non-Hispanic Whites; African Americans are nearly four times more likely; individuals with multiple races nearly five times more likely; and American Indians, Alaskan Natives, and Indigenous peoples nearly six times more likely to experience homelessness than non-Hispanic Whites.

## Racial Disparities in Homelessness in Multnomah County



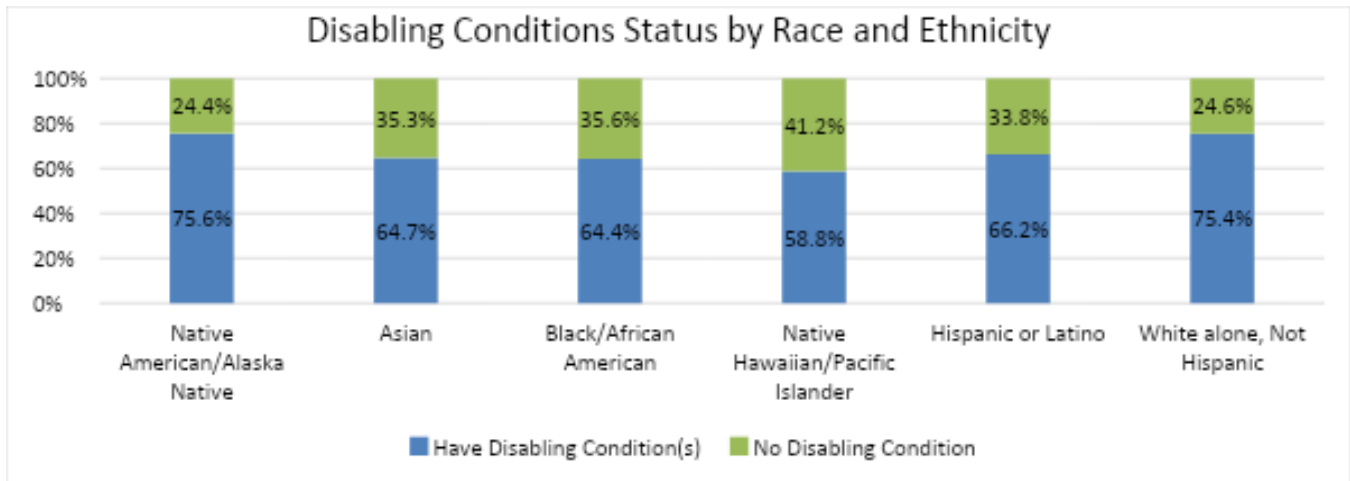
Based on data from the 2019 PITC, Native Americans and Alaska Natives are over four times more likely to be homeless than non-Hispanic Whites; and African Americans, Native Hawaiians and Pacific Islanders are over twice as likely to be homeless. [Data from the 2019 PITC](#) are available online and summarized below and demonstrate continued overrepresentation within these three populations. When available, the 2022 PITC Report can be found at [multco.us/johs/point-time-counts](http://multco.us/johs/point-time-counts). Applicants may also use other data sources to demonstrate disparities in literal homelessness.



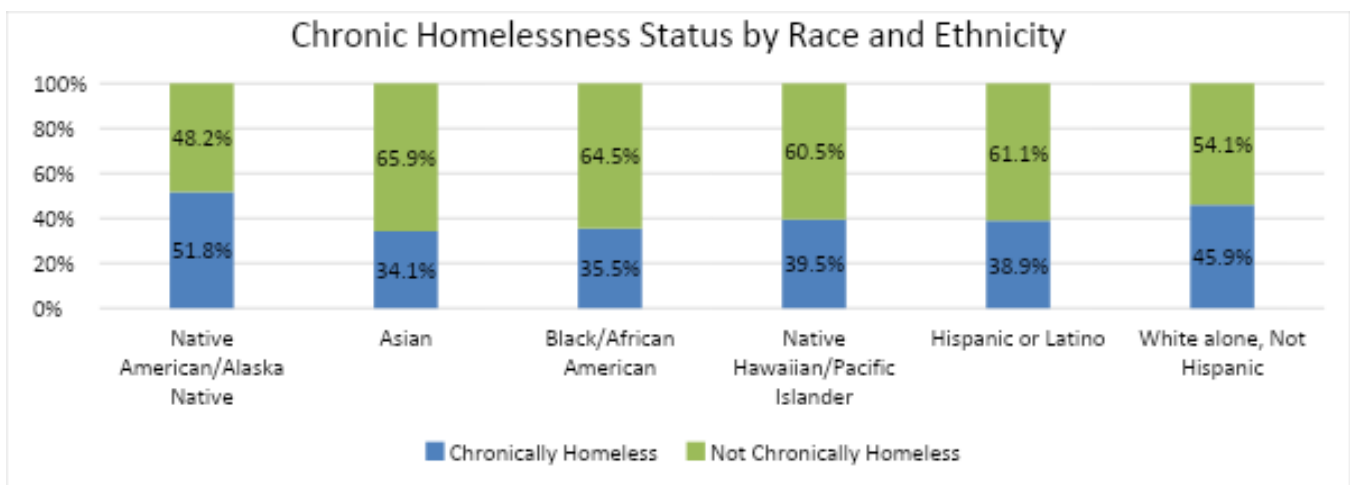
**Source:** 2019 PITC and US Census Bureau, 2019 American Community Survey 1-Year Estimates. Note: Percent of 2019 PITC based on individuals identifying as Native American/Alaska Native = 467, Asian = 85, Black/African American = 648, Native Hawaiian/Other Pacific Islander = 119, White non-Hispanic = 2,346, Hispanic/Latino = 373

Native Americans and Alaska Natives experiencing homelessness also experience higher rates of being unsheltered, disabled, and chronically homeless than any other racial or ethnic group.

**Source:** 2019 PITC. **Note:** The percentages represent the share within each REO group of unsheltered (total = 2,037), emergency shelter (total = 1,459) and transitional housing (total = 519) clients.



**Source:** 2019 PITC. **Note:** The percentages represent the share within each REO group of people with a disabling condition (total = 2,886), people without a disabling condition (total = 902) and people from whom this data was not collected (total = 227).



**Source:** 2019 PITC. **Note:** The percentages represent the share within each REO group of chronically homeless (total = 1,769) and not chronically homeless (total = 2,246) people counted in the PITC.

Among the 648 literally homeless Black/African Americans (those who met HUD's definition of unsheltered, in emergency shelter, or in transitional housing) surveyed in the 2019 PITC:

- 31.8% (206) were female
- 1.1% (fewer than 10) were transgender
- 84.9% (550) were adults in households without children
- 14.8% (96) were people in households with children
- Fewer than 1% (fewer than 10) were unaccompanied youth

Among the 467 literally homeless Native Americans or Alaska Natives surveyed in the 2019 PITC:

- 41.8% (195) were female
- 1.3% (fewer than 10) were transgender
- 89.1% (416) were adults in households without children

- 10.9% (51) were people in households with children
- Fewer than 1% (fewer than 10) were unaccompanied youth

Among the 119 literally homeless Native Hawaiians and other Pacific Islanders surveyed in the 2019 PITC:

- 37.8% (45) were female
- 0.8% (fewer than 10) were transgender
- 73.9% (88) were adults in households without children
- 26.1% (31) were people in households with children
- Fewer than 1% (fewer than 10) were unaccompanied youth

There are significant limitations to PITC data, particularly when it comes to accurately counting people of color experiencing homelessness. The CAC invites organizations to identify disparities in literal homelessness experienced by other communities of color using other data sources.

## 2) **Projects that will serve individuals and families experiencing unsheltered homelessness**

The purpose of this Special NOFO to Address Unsheltered is to target efforts to reduce unsheltered homelessness, particularly in communities with very high levels of unsheltered homelessness. Through this Special NOFO, HUD will award funding to communities to implement coordinated approaches -- grounded in Housing First and public health principles -- to reduce the prevalence of unsheltered homelessness, and improve services engagement, health outcomes, and housing stability among highly vulnerable unsheltered individuals and families. Because reducing unsheltered homelessness and improving outcomes for people experiencing unsheltered homelessness is the explicit goal for this Special NOFO, project that will serve individuals and families experiencing unsheltered homelessness will be prioritized. Nevertheless, we will not be excluding projects that serve people in shelters. In Portland, BIPOC people are underrepresented in unsheltered homelessness and, therefore, to meet racial equity goals and address ongoing racial disparities in housing and homelessness, we will focus access for our culturally specific shelter providers for entry into the program(s). Additionally, we know that many people cycle in and out of shelters and cars/the streets throughout the year so this opportunity will impact those with histories of street homelessness as well.

## 3) **Projects that use a Housing First approach**

Housing First is an approach that prioritizes providing safe, decent, and affordable permanent housing to people experiencing homelessness. It does not have service participation requirements or preconditions to housing. The Housing First approach is premised on the following principles:

- Homelessness is first and foremost a housing crisis and can be addressed through the provision of safe and affordable housing
- All people experiencing homelessness can achieve stability in permanent housing
- Everyone is "housing ready"
- Permanent housing provides a stable place to live and serves as a platform to pursue goals like health, food security, employment, and better quality of life
- People experiencing homelessness have the right to self-determination and should be treated with dignity and respect
- The exact configuration of housing and services depends upon the needs and preferences of the Person

Accordingly, Housing First emphasizes client choice in accessing supportive services like mental health or substance use counseling. Programs should make services and service referrals (e.g., for substance use and mental health counseling, job training, etc.) available to clients. Staff should also proactively engage with clients to ensure that they are aware of available services. This allows programs to offer tailored

services that can be intense or not, depending on the needs and wants of the individual client. All housing project proposals are required to follow a Housing First model, and projects that can clearly articulate how their project meets a Housing First model will be prioritized.

#### **4) Projects that are focused on Permanent Supportive Housing (PSH) and Supportive Services Only (SSO)**

Of the funding sources available to our community, the Joint Office of Homeless Services has generally found that HUD CoC funds are more effective at paying for Permanent Supportive Housing (PSH) than Rapid Re-Housing (RRH). HUD limits the length of time a participant can receive RRH rental assistance to 24-months without flexibility. HUD has also increasingly emphasized the need for communities to focus on reducing chronic homelessness, and PSH is generally the best intervention for this population. In addition, for this Special NOFO, HUD has made the requirements for Supportive Services Only (SSO) projects more flexible in order to address the unmet needs of people experiencing unsheltered homelessness. Thus, for the purpose of this Special NOFO, the CAC will equally prioritize PSH projects and SSO projects.

#### **Preference for projects that serve LGBTQ individuals and families experiencing homelessness *Higher risk of homelessness for LGBTQ individuals and particularly LGBTQ people of color***

National and local data tell us that LGBTQ individuals, and particularly youth, are at a higher risk of homelessness and, once experiencing homelessness, at a higher risk for a number of vulnerability factors such as suicide attempts and exposure to violence. Almost one-third (30%) of all respondents to the [2015 U.S. Transgender Survey](#) experienced homelessness at some point in their lifetime. And the rates were significantly higher for Native Americans and African Americans; 57% percent of Native American respondents and 42% of African American survey respondents experienced homelessness at some point in their lifetime.

In the 2022 PIT Count, 80 individuals identified as transgender and 99 identified as non-binary, gender fluid, a gender, or a culturally specific gender. This is around 3.5% of the total count. Data on sexual orientation are not collected. Providers and advocates also report that LGBTQIA2S+ adults are overrepresented in the local population experiencing homelessness.

In the 2019 PITC, 42 individuals identified as transgender, around 1 percent of the total count (data on sexual orientation are not collected). This is understood to be an undercount. 3.1 percent of individuals served in emergency shelters in the CoC during the 2021 fiscal year identified as non-binary or transgender, and providers and advocates also report that LGBTQ adults are overrepresented in the local population experiencing homelessness.

#### **Preference for projects that leverage existing resources and advance system alignment**

The CAC also seeks projects that align housing with other systems and leverage existing community resources. This includes, but is not limited to, linkages with:

- Addiction and recovery services
- Mental and physical health care systems
- The criminal justice system
- The domestic violence system
- Other publicly-funded housing unit production or developments
- Employment supports

### Preference for projects that can transition from three-year to a one-year grant term

HUD is initially funding projects under the Special NOFO on a three-year cycle. Afterwards, these projects will fold into the regular annual CoC renewal process. Generally, the CAC seeks projects that include renewable activities with a 1-year grant term, as opposed to non-renewable activities and/or longer grant terms in order to maximize the renewal value of the grant. Renewable activities that are eligible for a 1-year grant term include supportive services, rental assistance, leasing and operating, and admin. Projects requesting funding for capital costs (i.e. new construction, acquisition, or rehabilitation) are not renewable and are not eligible for a 1-year grant term, and therefore generally not prioritized through this solicitation.

### III. ELIGIBILITY AND AVAILABLE FUNDING

HUD's 2022 CoC Special NOFO was released on June 22, 2022. The NOFO, along with [HUD's CoC program regulations](#), provides detailed guidance regarding eligible applicants and available funding, but we provide a brief summary here. The NOFO allows our community to apply for up to **\$8,379,613** in new, renewable funding for one or more permanent housing bonus projects. HUD allows applications to propose entirely new permanent housing projects that increase the number of units, persons served, or services provided to existing program participants.

New and expanded project applications **must follow a Housing First approach** and are limited to:

- **Permanent Supportive Housing (PSH)** projects serving families and/or individuals who either meet HUD's definition of chronically homeless or meet the requirements of an eligible client pool that HUD calls "DedicatedPLUS" (see Appendix B).
- **Rapid Re-Housing (RRH)** projects serving families and/or individuals who qualify as homeless under paragraphs (1), (2), or (4) of HUD's definition of homelessness (see Appendix B).
- **Joint Transitional Housing and Rapid Re-Housing** (Joint TH and RRH) projects serving families and/or individuals who qualify as homeless under paragraphs (1), (2), or (4) of HUD's definition of homeless (see Appendix B).
- **Supportive Services Only (SSO) projects are designed to provide supportive services – including but not limited to outreach, housing, resource acquisition and access to mainstream resources - to sheltered and unsheltered homeless persons and families. Households must serve individuals and families that qualify as homeless under paragraphs (1), (2), or (4) of HUD's definition of homelessness (see Appendix B).**

Under the 2022 CoC Special NOFO, HUD also allows CoCs to create new dedicated Homeless Management Information System (HMIS) projects that are carried out by the CoC's designated HMIS Lead (the Portland Housing Bureau). The Collaborative Application Committee may consider applications for either of these project types under this solicitation if organizations can demonstrate a significant need. If an organization is interested in applying for an expanded HMIS project, reach out to Alyssa Plessner at [alyssa.plessner@multco.us](mailto:alyssa.plessner@multco.us). The Committee may amend this solicitation if organizations identify significant need for this project type.

The eligible activities, maximum application amounts, and eligible populations differ slightly depending on the project type. These are summarized below, with additional information in Appendices B and C of this document:

	Permanent Supportive Housing	Rapid Re-Housing	Joint Transitional Housing and Rapid Re-Housing
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Eligible populations	Families/individuals who meet HUD's definition of literally homeless and have a qualifying disability	Families/individuals who qualify as homeless under paragraphs (1), (2), or (4) of HUD's definition of homeless (see Appendix B)	Families/individuals who qualify as homeless under paragraphs (1), (2), or (4) of HUD's definition of homeless (see Appendix B)
Eligible housing activities	Leasing; operating costs; long-term project-, sponsor- or tenant-based rental assistance	Short- or medium-term tenant-based rental assistance	Leasing; operating costs; short- or medium-term tenant-based rental assistance
Eligible supportive services	All HUD-allowed supportive services; no specific budget limit (see Appendix C for definition of supportive services)		
Allowable Admin	10% of total grant award		

**Additional eligibility criteria for all new and expanded projects include:**

- Eligible project applicants include nonprofit organizations, states, local governments, instrumentalities of state and local governments, public housing agencies, tribes and tribal housing authorities. For-profit entities are not eligible to apply for grants or to be sub recipients of grant funds.
- The initial grant term for all projects will be 3 years. Grant terms may be extended, consistent with 2 CFR 200.308 and 2 CFR 200.309. While not explicitly stated in the Special NOFO, HUD's June 22, 2022 press release notes that projects will be eligible for renewal through the annual CoC Program competition.
- All proposed capacity to engage in eligible activities must be new or an expansion of existing capacity. Proposed project funding cannot replace other funding sources. Projects must demonstrate cash or in-kind match of at least 25% of all proposed grant funds other than leasing funds.
- Program participants must meet Category 1 (literally homeless), except that persons coming from TH must have originally come from places not meant for human habitation, emergency shelters, safe havens, or institutions where they resided for 90 days or less and originally came from places not meant for human habitation, safe havens, or emergency shelters, or Category 4 (Domestic Violence). At least one member of the household must also have a qualifying disability for PSH.
- HUD CoC-funded projects can be part of a larger project or building that also serves other populations as long as CoC funding is not used for costs associated with units serving individuals or families who do not meet CoC eligibility criteria.
- Proposals may not combine project types, though an applicant may submit multiple proposals for different project types. For example, a single proposal cannot include both permanent supportive housing *and* rapid re-housing, but an applicant could submit two separate proposals—one providing permanent supportive housing and the other rapid re-housing.
- Projects must use a Housing First approach (see Appendix B) following the Housing First model outlined in the [AHFE Community Program Guidelines](#), with housing that has minimal barriers and built-in strategies to promote success. HUD recognizes Recovery Housing as an important model for offering client choice, which can be considered Housing First if in line with HUD guidance in the [Recovery Housing Policy Brief](#).

**IV. HOW TO APPLY**

The Continuum of Care Board Collaborative Application Committee is issuing this solicitation to seek

pre-applications for projects that will be competitively selected. Selected projects will then complete a final application to be forwarded to HUD under the competition outlined in the [2022 CoC Special NOFO](#).

**Step 1:** Read this pre-application solicitation in its entirety to determine if a project(s) is eligible for these funds. Potential applicants are strongly encouraged to attend an **informational meeting on Tuesday, August 30, 2022, from 10:00-11:00 AM via zoom (virtual)**.

**Step 2:** Complete the Pre-Application form (Appendix D of this packet). E-mail your completed Pre-Application to Alyssa Plesser (alyssa.plesser@multco.us) by **Friday, September 16, 2022, by the end of the day (11:59 PM)**.

**Step 3:** The CAC will review applications. We anticipate notifying selected applicants by **September 15, 2022**.

**Step 4:** Selected applicants will be required to submit a full HUD Project Application for New CoC Projects in HUD's electronic application submission tool, e-snaps, within four (4) business days of notice of selection (due October 10, 2022). We strongly encourage projects to begin working on their e-snaps application before they receive notice from the Collaborative Application Committee that their project has been selected. Staff from the Joint Office of Homeless Services will be available to assist with electronic application submission. Selection through the local pre-application does not guarantee the project will be awarded funding, only that it will be forwarded to HUD as part of a national competition for funding. **A staff member must be available to make edits to the application based on feedback from JOHS during the period of October 11-October 14.**

**Please Note:** *Projects locally selected and forwarded to HUD may or may not be subsequently funded by HUD.* In 2022, HUD has indicated that new bonus projects will be highly competitive. If locally-selected projects are not funded by HUD in 2022, they may be eligible to apply for funding under future CoC NOFOs.

## **V. LOCAL PRE-APPLICATION EVALUATION CRITERIA**

Priority will be given to projects that:

- Address housing and service needs of a community of color overrepresented in the homeless population, and/or address the service needs of individuals and families experiencing unsheltered homelessness.
- Demonstrate a strong commitment and capacity to achieving racially equitable outcomes.
- Demonstrate a strong commitment and capacity to providing culturally-responsive and/or culturally-specific services.
- Demonstrate capacity to help the community achieve positive system performance measures. For example, a capacity to promote permanent housing placement, long-term stability, access to mainstream resources and increased household income through benefits and/or employment.
- Align housing with other systems and leverage existing community resources. This can include, but is not limited to, other homeless or mainstream services and capital funding for affordable housing or permanent supportive housing.
- Seek renewable activities with a three-year grant term, as opposed to non-renewable activities and/or longer grant terms.

Projects will be scored on a total of 100 possible points based on the criteria listed below. **Lower scoring projects that will achieve the above priorities more directly may be selected over higher scoring projects that poorly address the above priorities.**

**HUD is encouraging projects to partner with housing, health, and service agencies.** Specifically, they are looking for projects that (1) get at least 25% of the units (PSH) or participants (RRH) supported with non-CoC funded housing (documentation of commitment is required), and/or (2) a written commitment from a health care organization to: (a) Provide direct contributions from a public or private health insurance provider to the project; OR (b) provide health care services (equal to 25% of the funding being requested by the project) by a private or public organization tailored to the program participants of the project (if the services are from a substance abuse treatment or recovery provider, the project must provide access to treatment or recovery services for all program participants who qualify and choose those services).

The Joint Office of Homeless Services **strongly encourages** new project applicants to consider ways to receive 25% of their funding from one of these sources. In order to support new project applicants to meet HUD's partnership priorities, JOHS will provide the non-CoC funds required to meet the 25% support of PSH units or RRH participants. Additionally, JOHS will assist interested applicants in connecting with potential health care partners and may be able to assist in identifying funding for health care services. Applicants interested in pursuing either of these opportunities should communicate their intentions with the JOHS as soon as possible by emailing Alyssa Plesser at [alyssa.plesser@multco.us](mailto:alyssa.plesser@multco.us).

#### 1. Need and Population Focus

- A. Does the project specifically address a clearly identified housing gap/need not currently fully met by other community resources? Maximum points will be awarded for projects that address housing and service needs of a community of color overrepresented in the homeless population, and/or address the housing and service needs of people living unsheltered. (15 points)
- B. Does the organization demonstrate a strong commitment and capacity to achieve racially equitable outcomes? (10 points)
  - i. Has the project identified any barriers to participation (e.g., lack of outreach, overrepresentation in the criminal legal system) faced by persons of color, particularly those over-represented in the local homelessness population? Has the project taken, or will they take, steps to overcome the identified barriers?

#### 2. Project Approach and Leverage

- C. Does the proposed project align housing with other systems (i.e., health, mental health, addiction and recovery, criminal justice or other) or otherwise expand the community's capacity to provide integrated services and support to vulnerable populations? (10 points)
- D. Will the project effectively provide permanent supportive housing, rapid re-housing, or joint transitional housing and rapid re-housing to the proposed population using a Housing First approach? If the project proposes a Recovery Housing approach, does it offer client choice and programming in line with HUD's [Recovery Housing Policy Brief](#) such that the project can be considered Housing First? (10 points)
- E. Will the project promote permanent housing placement, long-term stability, access to mainstream resources and increased household income through benefits and/or employment? (10 points)

- F. Is the proposed project's approach cost-effective? How many households will the project permanently house with the proposed funding? (5 points)
- G. Does the proposer demonstrate capacity to successfully engage and involve the community being served by the proposed project? Is the approach responsive to the unique needs of the proposed population? (5 points)
  - i. What barriers to housing access/stability are faced by population project proposes to serve and how will the project address those barriers? *[Please note: this is distinct from item 1Bi. Item 1B and 1Bi above specifically asks about barriers to achieving racially equitable outcomes. This item (1Gi) asks about barriers that all program participants might face.]*
- H. Will the project provide culturally-specific and/or culturally-responsive services? Will the project be inclusive to LGBTQIA2S+ individuals? (10 points)
- I. Does the proposed project align with the CoC plan to Serve Individuals and Families with Severe Service Needs? (5 points)
- J. Does the proposed project effectively leverage other services beyond the available CoC-funded service funds? (5 points)

### 3. Project Readiness and Budget

- K. Among available funding sources within the community for the proposed activities, is the proposed funding source a good fit? (4 points)
- L. Does the proposer demonstrate an ability to administer the program effectively? Is the project ready to proceed within HUD allowable guidelines? (6 points)
- M. Does the proposed project seek renewable activities that can renew with a one-year grant term after the initial 3-year grant term? (5 points)

## **APPENDIX A: SUMMARY OF RECENTLY AWARDED PERMANENT HOUSING BONUS PROJECTS**

This Special NOFO will fund new projects in our community. The following summary describes our continuum's history in getting new projects funded through the regular CoC NOFO, which generally has provided limited funds for new permanent housing bonus projects.

In the 2019 competition, HUD made available bonus funding for new or expanded permanent housing project(s), and for the second time also made available new funds for a Domestic Violence (DV) Bonus to provide housing and services for survivors of domestic violence, dating violence, sexual assault or stalking. Our community was awarded one of two DV Bonus project applications. Funding includes:

- \$553 to expand an existing rapid rehousing project serving survivors of domestic violence.

The expansion project is a collaboration between the JOHS, El Programa Hispano Católico, the Native American Youth and Family Center, Volunteers of America and the YWCA of Greater Portland

In the 2018 competition, HUD made available bonus funding for new or expanded permanent housing project(s), and new funds for a DV Bonus to provide housing and services for survivors of domestic violence, dating violence, sexual assault or stalking. Our community was awarded one of three submitted bonus project applications in the amount of \$265,000, and additionally funded a \$78,000 DV Bonus project to support coordinated entry across the DV system. Funding includes:

- \$343,000 in new, annually renewable HUD CoC funding
- Permanent supportive housing for transgender, gender non-conforming and non-binary adults experiencing homelessness
- Coordinated Entry project to support the local DV Coordinated Access system

In the 2017 competition, no bonus funds were awarded by HUD to our community. This was largely a reflection of limited available funds at the national level and was consistent with what most other communities experienced in the 2017 CoC Program Competition.

In the 2016 competition, HUD made available bonus funding for new permanent supportive housing or rapid re-housing projects. Our community was awarded one of two submitted bonus project applications in the amount of \$185,353. The bonus project is led by Bradley Angle and includes:

- \$185,353 in new, annually renewable HUD CoC funding
- Services through Bradley Angle's Healing Roots Program for households impacted by domestic violence
- Rapid re-housing for 10 households (25 individuals) with a focus on serving families with children

In the 2015 competition, our community applied for and received \$2.4 million in new federal funding for two bonus projects and was one of a handful of communities across the country that received full funding for all projects submitted to HUD in the competition. The bonus projects are led by Self Enhancement Inc. and include:

- \$2.4 million in new, annually renewable HUD CoC funding
- Services through Self Enhancement Inc, the Urban League of Portland and other community partners to address disproportionate rates of homelessness among African Americans
- Rapid re-housing for 90 households (170 individuals) with a focus on serving families with children
- Permanent supportive housing for 50 chronically homeless households (66 individuals) with a focus on adults with disabilities
- Leveraged existing agency and partner capacity for intensive street engagement and community health, mental health and primary care services

In 2014, our community applied for and received a \$2 million bonus project grant, one of only 25 awarded

nationally. The successful project was proposed by a collaborative led by Central City Concern, and includes:

- \$2 million in new, annually renewable HUD CoC funding
- Leverage of more than \$5.6 million in non-HUD funded services (280% leverage/match), including Medicaid-funded services from Health Share of Oregon
- Services through a Central City Concern-led partnership including Cascadia, JOIN, the Native American Rehabilitation Association, and Transition Projects
- Housing and intensive support services to more than 130 chronically homeless households, including disabled adults, veterans, and families

## **APPENDIX B: KEY DEFINITIONS**

[HUD's Continuum of Care \(CoC\) Interim Rule](#) defines eligible client populations and activities for CoC funds, and HUD's 2022 CoC NOFO further defines eligible client populations and activities for new permanent housing projects. The following HUD and local definitions and concepts apply to this solicitation.

**Chronically homeless household:** HUD defines a chronically homeless household as an unaccompanied homeless individual or family with at least one adult head of household who can be diagnosed with one or more of the following conditions: substance use disorder, serious mental illness, developmental disability, post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability; and who has either been continuously homeless for a year or more OR has had at least four (4) episodes of homelessness in the past three (3) years that add up to at least 12 months. An episode of homelessness is a separate, distinct, and sustained stay in a place not meant for human habitation, on the streets, in an emergency homeless shelter, and/or in a HUD-defined Safe Haven. You can find HUD's full definition of a chronically homeless person, here: [Defining Chronically Homeless Final Rule](#).

**Coordinated access (also referred to as coordinated entry and coordinated assessment):** The [CoC Interim Rule](#) requires communities to establish and operate a coordinated access system. This process is designed to coordinate program participant intake, assessment and provision of referrals. A coordinated access system covers the geographic area, is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool. You can read more about coordinated access in HUD's [Coordinated Entry Policy Brief](#). Locally, we have distinct coordinated access processes in place for four sub-populations: youth under age 25, households fleeing domestic violence, families with children under age 18, and adults unaccompanied by children.

**Cultural responsiveness** is practices that honor and align with the beliefs, practices, culture and linguistic needs of diverse populations and communities whose members identify as having particular cultural or linguistic affiliations by virtue of their place of birth, ancestry or ethnic origin, religion, preferred language or language spoken at home. Cultural responsiveness is engaging with others in a way that is responsive to the varied and intersecting "biological, social and cultural categories such as gender identity, class, ability, sexual orientation, religion, caste, and other axes of identity."

**Culturally responsive organizations** typically refers to organizations that possess the knowledge and capacity to respond to the issues of diverse, multicultural communities at multiple intervention points. Culturally responsive organizations affirmatively adopt and integrate the cultural and social norms and practices of the communities they serve. These agencies seek to comprehensively address internal power and privilege dynamics throughout their service delivery, personnel practices and leadership structure.

**Culturally specific practices** are designed for specific populations based on their particular needs, where the majority of members/clients are reflective of that community, and use language, structures and settings familiar to the culture of the target population to create an environment of belonging and safety. Culturally specific organizations typically refer to organizations with a majority of members/clients from a particular community. Culturally specific organizations also have a culturally focused organizational identity and environment, a positive track record of successful community engagement, and recognition from the community served as advancing the best interests of that community.

**Dedicated:** a permanent supportive housing project where 100% of the beds are dedicated to serve individuals or families who are experiencing chronic homelessness.

**Homeless household:** HUD defines a homeless household as an individual or family who is (see full definition at [HUD's Defining "Homeless" Final Rule](#)):

- (1) living in a place not meant for human habitation (like a car, park, abandoned building, bus or train station, airport or camping ground); staying in a shelter, transitional housing or hotel or motel paid for with a voucher; exiting an institution (like hospital or jail) where they resided for less than 90 days and resided in one of the previously mentioned locations immediately before entering the institution
- (2) losing their primary nighttime residence within 14 days with no subsequent residence identified and lacking the resources and support networks needed to obtain other permanent housing
- (3) an unaccompanied youth or family with children who meets other specified federal definitions of homelessness
- (4) fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or other dangerous or life-threatening conditions that relate to violence and has no other residence or resources or support networks to obtain other permanent housing

The 2022 CoC NOFO limits new projects to serving households who meet certain categories of homelessness. See definitions below for Joint Transitional Housing and Rapid Re-Housing, Permanent Supportive Housing, and Rapid Re-Housing for details.

**Housing first:** Housing First as an approach that centers on providing homeless people with housing quickly and then providing services as needed. Housing assistance is not time-limited, and a variety of services are offered to promote housing stability and individual well-being. Services are voluntary and based on tenants' individual needs. Recovery Housing can be Housing First if it aligns with HUD's guidance in the [Recovery Housing Policy Brief](#).

**Joint Transitional Housing and Rapid Re-Housing:** a joint component introduced in the 2017 CoC NOFO that includes two existing program components—transitional housing and permanent housing-rapid re-housing in a single project to serve individuals and families experiencing homelessness. All program participants must be able to access both components, including the units supported by the transitional housing component and the tenant-based rental assistance and services provided through the rapid re-housing component. A program participant may choose to receive only the transitional housing unit or the rapid re-housing assistance, but both types of assistance must be made available (see full definition of transitional housing component at [24 CFR 578.37\(a\)\(2\)](#), and permanent housing-rapid re-housing component at [24 CFR 578.37\(a\)\(1\)\(ii\)](#)). A more detailed description of this program component is available in [SNAPS In Focus: The New Joint Transitional Housing and Rapid Re-Housing Component](#). The 2022 CoC NOFO limits new Joint Transitional Housing and Rapid Re-Housing projects to serving persons who qualify as homeless under paragraphs (1) or (4) of 24 CFR 578.3—see the above definition of "Homeless Household".

**Permanent Supportive Housing:** An eligible subcomponent of the Permanent Housing component of the CoC Program. Permanent supportive housing provides assistance to individuals with disabilities and families in which one adult or child has a disability. Supportive services designed to meet the needs of the program participants must be made available to the program participants. Eligible activities include acquisition, rehabilitation, new construction, leasing, long-term rental assistance, operating costs, and supportive services. Activities are intended to provide community-based housing without a designated



length of stay (see full definition at [24 CFR 578.37\(a\)\(1\)\(i\)](#)). The 2022 CoC NOFO limits new permanent supportive housing projects to serving people who are literally homeless and have a qualifying disability.

**Rapid Re-Housing:** Another eligible subcomponent of the Permanent Housing component of the CoC Program. Rapid re-housing provides supportive services and short-term (up to 3 months) and/or medium-term (3-24 months) tenant-based rental assistance to help homeless individuals or families, with or without disabilities, move as quickly as possible into permanent housing and achieve stability in that housing (see full definition at [24 CFR 578.37\(a\)\(1\)\(ii\)](#)). The 2022 CoC NOFO limits new rapid rehousing projects to serving persons who qualify as homeless under paragraphs (1) or (4) of 24 CFR 578.3—see the above definition of “Homeless Household”.

**Supportive-Services Only:** Another eligible project type, SSO projects, according to HUD, must have a “strategy for providing supportive services to those with the highest service needs, including those with histories of unsheltered homelessness and those who do not traditionally engage with supportive services.” SSO Projects engage sheltered and unsheltered individuals and families to assist their efforts to find and keep permanent housing, access mainstream health, social services and employment programs, and appropriately connect to coordinated entry systems. Definitions found at [24 CFR 578.37\(a\)\(3\)](#) and [24 CFR 578.53](#).

For more information on eligible activities within each program component, see Appendix C.

## **APPENDIX C: DETAILED INFORMATION ON ELIGIBLE CoC PROGRAM COMPONENTS AND ACTIVITIES**

The [CoC Interim Rule](#) provides detailed information about allowable activities, documentation requirements and other regulatory requirements with which applicants should be familiar, and HUD's 2022 CoC NOFO further restricts allowable activities and sets additional requirements. These regulations govern use of all grant funds under this solicitation. The regulations are summarized here, but the summary is necessarily abbreviated and incomplete. Applicants are strongly encouraged to review the Interim Rule and NOFO directly and in detail.

**ADMINISTRATIVE COSTS:** Applicants may request up to 10% of project award for direct or indirect administrative costs such as accounting for use of grant funds, preparing HUD reports, obtaining audits, and other costs of administering the grant. Eligible costs are more completely described at 24 CFR 578.59 and 578.63.

**LEASING:** Grant funds may be used to pay for 100 percent of the costs of leasing a structure or structures, or portions thereof (including scattered-site units), to provide housing or supportive services. Leased units can't be owned by the recipient, sub recipient, or related organizations, unless HUD authorizes an exception. Rents for leased units must be rent reasonable, and may, under specific conditions, include utilities, security deposits and first and last months' rent. *Leases must be in the grantee's name, not the assisted clients'*, and the grantee must hold a sublease or occupancy agreement with the client. Occupancy charges or client rent may be charged but must follow specific guidelines. Leasing funds may not be used in projects with acquisition, rehabilitation, new construction or rental assistance funds. Initial grant terms may be for 1, 2, or 3 years and are annually renewable after the initial grant term at a fixed amount. Projects requesting a 1-year grant term are prioritized locally.

**OPERATING COSTS:** Grant funds may be used to pay the costs of the day-to-day operation of permanent housing in a single structure or individual housing units, including the following eligible costs: maintenance and repair of housing; property taxes and insurance; scheduled payments to a reserve for replacement of major systems of the housing; building security for a structure where more than 50 percent of the units or area is paid for with grant funds; electricity, gas, and water; furniture; and equipment. Program funds may not be used for rental assistance and operating costs in the same project. Program funds may not be used for the maintenance and repair of housing where the costs of maintaining and repairing the housing are included in the lease. Initial grant terms may be for 1 to 5 years, annually renewable after the initial grant term at a fixed amount. Projects requesting a 1-year grant term are prioritized locally.

**RENTAL ASSISTANCE:** Grant funds may be used for rental assistance for homeless individuals and families who are not already receiving rental assistance or living in a housing unit receiving operating assistance through other sources. Rental-assistance may be tenant-based (tied to the program participant; able to follow the household if they move to another unit), sponsor-based (connected to a specific program), or facility-based (connected to a specific unit). Rental assistance funds may not be used in projects with acquisition, rehabilitation, new construction, leasing or operating funds. Initial grant terms for tenant-based rental assistance may be for 1 to 5 years and are annually renewable after the initial grant term. Initial grant terms for project- or sponsor-based rental assistance may request up to a 15-year grant term; however, the project applicants may only request up to 5 years of funds. Projects requesting a 1-year grant term are prioritized locally. Renewal budgets are tied to the local fair market rent and will change annually. Sponsor- or project-based rental assistance projects must execute the grant award and begin providing rental assistance within 2 years.

**LONG-TERM RENTAL ASSISTANCE:** The only type of rental assistance allowed under permanent supportive housing projects, it may be tenant-based, project-based, or sponsor-based, and can include security deposits, first and last months' rent. Long-term rental assistance is generally not time

limited. Assisted units must meet local fair market rent and rent reasonableness standards, and tenants must have an initial one-year lease. Clients must pay 30% of income to rent with income certification at least once per year.

**SHORT- AND MEDIUM-TERM RENTAL ASSISTANCE:** The only type of housing assistance allowed under Rapid Re-housing and Joint Transitional Housing and Permanent Housing-Rapid Re-Housing projects, it may only be tenant-based, and can include security deposits, first and last months' rent. Short-term rental assistance is limited to 3 months, medium-term to 3-24 months. Assisted units are subject to local limits on rent assistance amounts and durations, and tenants must have an initial one-year lease. In some circumstances, clients may pay up to 30% of income to rent.

**SUPPORTIVE SERVICES:** Grant funds may be used to pay the eligible costs of supportive services *necessary to assist program participants obtain and maintain housing*. Eligible costs are more completely described at 24 CFR 578.53, but they include annual assessment of service needs, assistance with moving costs, case management, child care, education services, employment assistance and job training, food, housing search and counseling services, legal services, life skills training, mental health services, outpatient health services, outreach services, substance abuse treatment services, transportation, and utility deposits. For rapid re-housing, supportive services cannot continue more than 6-months following the end of rental assistance.

**SUPPORTIVE SERVICE ONLY (SSO):** As described in 24 CFR 578.37(a)(3) SSO grant funds may be used for acquisition, rehabilitation, relocation costs, or leasing of a facility from which supportive services will be provided, and supportive services in order to provide supportive services to unsheltered and sheltered homeless persons for whom the recipient or subrecipient is not providing housing or housing assistance. SSO includes street outreach.

**OTHER REQUIREMENTS FOR ALL ELIGIBLE ACTIVITIES:**

All projects must:

- Document cash or in-kind match of at least 25% of grant funding for all activities other than leasing. No match is required for leasing.
- Record client-level demographic, service transaction, and outcome data in the region's Homeless Management Information System (HMIS), or the separate Comparable Database used by victim service providers, administered by the Portland Housing Bureau.
- Enter into annual direct grant agreements with HUD, subject to onsite monitoring by HUD.
- Submit annual performance reports to the local Continuum of Care and to HUD.
- Comply with a range of other HUD regulations including detailed documentation of client and assisted unit eligibility standards.

For all above, see the [CoC Interim Rule](#) and HUD's [2022 CoC Special NOFO](#) for more applicable regulations.

**APPENDIX D: PRE-APPLICATION FOR 2022 HUD CONTINUUM OF CARE NEW PROJECTS**

**Due Friday September 16, 2022, at 11:59 PM Pacific Time by email to alyssa.plessner@multco.us.**

*Electronic proposals only. Submit either in Word or PDF format. Please limit your responses to seven (7) pages or less, not including budget attachment.*

I. Project name:

II. Applicant(s) and/or Sponsor:

III. Contact Person:

Phone:

Email:

IV. Because the Resource Advisory Committee may select one or more applicants, proposed projects may need to be scalable in scope and budget. Please indicate the project's:

a. Preferred amount of CoC funds requested: \$

b. Minimum amount of CoC funds acceptable: \$

c. Maximum amount of CoC funds acceptable (if different from preferred amount): \$

V. Select proposed eligible activities\* (choose all that apply):

*\*Applicants will receive higher priority if they propose to use funds for rental assistance, leasing or operations, rather than new construction, acquisition or rehab.*

Acquisition, Rehabilitation or New Construction

Leasing (project-based or scattered-site)

Long-term Rental Assistance (tenant-, project- or sponsor-based)

Short- and/or Medium-term Rental Assistance (tenant-based, allowable only for Rapid Re-Housing

Projects)

Supportive services

Operations of new permanent housing facility or units

VI. Select project type (choose only one per proposal):

Joint Transitional Housing and Rapid Re-Housing

Permanent Supportive Housing

Rapid Re-Housing

VIII. If proposing a Permanent Supportive Housing project, would the project be willing to partner with new affordable housing units developed through the Portland Housing Bond and other initiatives? There may be an opportunity for PSH projects to become site-based at an affordable housing development through a partnership like this.

Yes

No

Comments (optional):

IX. Select if you are applying for a new project or an expansion project:

New project

Expansion project – expansion of a CoC Program-funded renewal project

Expansion project – expansion of a non-CoC Program funded project

X. What grant term are you requesting for the project (i.e., 1-year, 2-year, 3-year, etc.)? Applicants requesting a 1-year grant term will receive higher priority. Please note: the 2022 CoC NOFO allows new

projects to request 1 year of funding with a longer initial grant term not to exceed 18 months to allow for additional start-up time.

XI. Provide a brief overview of your project in one or two paragraphs, including the number of households you propose to serve. If the project is scalable, please describe how the project will differ if funded at minimum, preferred, or maximum CoC funding.

**Project Description**

**Provide a concise description of the project, including:**

- the permanent housing (and transitional housing if proposed as a Joint Transitional and Rapid Re-Housing Project)
- where participants will reside (i.e., location, type, scale, and accessibility to community amenities including public transportation),
- how it is an effective approach to providing permanent housing to the proposed population.

**Describe the type and scale of the supportive services that participants will receive.**

- How will services be delivered?
- What other services will the project leverage beyond the available permanent housing bonus funds? Focus particularly on those services that will assist participants in: a) obtaining and maintaining permanent housing, b) accessing mainstream resources, c) increasing income through benefits and/or employment and, d) maximizing household ability to live independently.

**A. Need and Population Focus**

<p><b>A1.</b> What is the housing gap or need you are meeting with this project?</p>
<p><b>A1i.</b> Is this a gap or need that is <b>not</b> currently fully met by other community resources?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>

**A2.** How will your project help to address this housing gap or need?

**A3.** What population(s) will the project serve?<sup>1</sup>

Select all that apply

- Homeless Youth,
- Domestic Violence survivors,
- Homeless Families with Children,
- Older Adults/Seniors
- Chronic Homeless,
- Homeless Veterans
- Transgender/Gender Nonconforming
- Limited English Proficiency
- Adults with disabled dependents, and/or
- Persons of different races and ethnicities, particularly those over-represented in the local population.
- Other

**A4.** What are the needs for housing and supportive services of the above group(s) selected that you have identified to be served by this project?

**A5.** Does the project specifically address the needs of a community of color or LGBTQIA2S+ people of color who are overrepresented in the homeless population?

- Yes
- No

**A5i.** If yes, how so?

**B1.** Does your organization have a stated commitment to serving racially equitable outcomes? (If your organization is inherently culturally-specific, select Yes.)

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<sup>1</sup> HUD System Performance Measure 1

- Yes
- No

**B2.** Do / will you have strategies for equity-focused outcomes?

- Yes, currently have
- Yes, will have
- No, do not and will not have

**B3.** Do / will you collect data to ensure you are meeting your equity-focused outcome goals?

- Yes, currently collect
- Yes, will collect
- No, do not and will not collect

**B4.** Do / will you have FTE dedicated to racial equity / equity focused on client outcomes?

- Yes, currently have
- Yes, will have
- No, do not and will not have

**B5.** Please describe your organization's strategy (current and/or future) and capacity for achieving racially equitable outcomes. (If your organization is inherently culturally-specific, please describe your strategies for equity more broadly.)

**B6.** Describe any barriers to participation in your program faced by persons of color, particularly those represented in the homeless population. (If your organization is inherently culturally-specific, please describe your strategies for barriers to participation for your target population.)

**B7.** What steps has the project taken (or will it take) to overcome these barriers? (If you are a culturally-specific organization, please describe your strategies for overcoming barriers to your target population(s) participating in your program).

**B. Project Approach and Leverage**

**C.** Please describe how the project either aligns housing with other systems (e.g., health, mental health, addiction and recovery, criminal justice or other) and/or expands the community's capacity to provide integrated services and support to vulnerable populations. Include as much of the following as possible into your response:

(1) which systems the program aligns housing with;

**C2.** (2) how the program will successfully achieve that alignment;

**C3.** (3) how the program will provide integrated services;

**C4.** (4) how this integration will support the populations the program serves.

**D1.** *In alignment with Housing First Principles*, will applicants be allowed to enter the program without income?



- Yes
- No

**D2.** *In alignment with Housing First Principles, will applicants be allowed to enter the program even if they aren't "clean and sober" or "treatment compliant"?*

- Yes
- No

**D3.** *In alignment with Housing First Principles, will applicants be allowed to enter the program even if they have criminal justice system involvement?*

- Yes
- No

**D4.** *In alignment with Housing First Principles, will service and treatment plans be voluntary, such that tenants cannot be evicted for not following through?*

- Yes
- No

**D5.** Please describe potential barriers to implementing Housing First with the projects target population(s) and strategies for how the project will overcome those barriers.

For more information on the core elements of Housing First, please refer to this USICH brief: [https://www.usich.gov/resources/uploads/asset\\_library/Housing\\_First\\_Checklist\\_FINAL.pdf](https://www.usich.gov/resources/uploads/asset_library/Housing_First_Checklist_FINAL.pdf)

**E1.** How will the project promote long-term housing placement and stability?

**E2.** How will the project individually assist each client to obtain the benefits of mainstream health, social, and employment programs for which they are eligible to apply?

**E3.** How will the project help to increase household income through benefits and/or employment?

**F1.** How many households will the project permanently house with the proposed funding?

[please provide a number]:

**F2.** What is the cost-per-household based on the above number and the requesting funding?

[please provide the monetary cost per person: \$/person]:

**F3.** Describe how this project is considering cost-effectiveness in its design and/or why the proposed cost is necessary.

**G1.** What barriers to housing access/stability are faced by population project proposes to serve and how will the project address those barriers?

**G2.** How will this project engage and involve the community being serviced by the project? How will the project be responsive to the unique needs of the proposed population?

**H1.** Will the project provide culturally-responsive and/or culturally-specific services?

- Yes
- No

H2. If so, what methods will be used to ensure that services are responsive and/or specific?

H3. How will you work to ensure that your project is inclusive to LGBTQIA2s+ individuals?

II. Does the proposed project align with the CoC plan to Serve Individuals and Families Experiencing Homelessness with Severe Service Needs?

- Yes
- No

I2. Describe any broader community-level efforts or planning processes to which this project is aligned.

J. Briefly describe sources of match/leverage. What other resources does this project leverage?

**C. Project Readiness and Budget**

L. Describe the organization(s) involved, with a brief description of what each will do, past performance that demonstrates capacity and qualifications to serve the proposed population and/or administer the project.

If you are notified by HUD of a grant award in late winter or early spring of 2023, when would the project be ready to proceed? If a construction project, when will you have site control and when is construction scheduled to begin and end?

Attach your proposed annual budget for the program, using the project budget spreadsheet and your preferred budget. If your minimum and maximum acceptable budgets differ significantly from the preferred budget (or if you would deploy funds significantly differently under the different funding scenarios), you may submit multiple budget forms representing the different scenarios.

**Informational only:** If applicable, please describe any local funding or other types of support needed to help make this project successful if awarded by HUD. Particularly for organizations that may not have managed a HUD grant before, please describe potential start-up needs related to developing the infrastructure and capacity necessary to support a HUD grant. While the Joint Office of Homeless Services cannot guarantee additional local funding, it is helpful for us to understand what might be needed. This information will not be used in the selection process, but may inform subsequent discussions and planning.

**Enter requested budget(s) using the 2022 CoC Bonus Project Budget Excel workbook on the "2022 CoC Special NOFO Project Budget" Tab. This was included with this solicitation and can be found online at <https://www.multco.us/johs/coc-unsheltered-funding-opportunity>. Additionally, if requesting a Rental Assistance budget, complete the "Rent Assistance Worksheet" Tab, which uses 2022 Fair Market Rents (it will be updated to 2023 at grant agreement – HUD makes these adjustments automatically). HUD requires new project proposals to use this method of calculating the rental assistance budget.**

## **APPENDIX E: OR-501 PLAN TO SERVE INDIVIDUALS AND FAMILIES WITH SEVERE SERVICE NEEDS**

<b>Background</b>	<b>1</b>
<b>Development of New Units/Creation of Housing Opportunities through Landlord Recruitment</b>	<b>1</b>
Current Street Outreach Strategy	3
Current Strategy to Provide Low-Barrier Shelter and Temporary Housing	4
Current Strategy to Provide Immediate Access to Low-Barrier Permanent Housing	6
<b>Updating the CoCs Strategy to Identify, Shelter, and House Individuals Experiencing Unsheltered Homelessness with Data and Performance</b>	<b>7</b>
Street outreach	8
Low-barrier Shelter and Temporary Accommodations	8
Permanent Housing	9
<b>Identifying and Prioritizing Households Experiencing Unsheltered Homelessness</b>	<b>9</b>
<b>Involving Individuals with Lived Experience in Decision Making</b>	<b>10</b>
<b>Supporting Underserved Communities and Supporting Equitable Community Development</b>	<b>12</b>

### **Background**

As part of the 2022 CoC Supplemental Notice of Funding Opportunity to Address Unsheltered Homelessness, the Department of Housing and Urban Development (HUD) is requiring that all Continuums of Care submit a "Plan for Serving Individuals and Families Experiencing Homelessness with Severe Service Needs." Presented below is an outline version of our community's plan in alignment with specific criteria from HUD. This is a draft; as the Collaborative Applicant for our Continuum of Care, the Joint Office of Homeless Services (JOHS) will make changes and amendments to this plan until it is posted in its completed version on our website on October 17th, 2022.

### **Development of New Units and Creation of Housing Opportunities through Landlord Recruitment**

The Continuum of Care (CoC) prioritizes landlord recruitment to ensure access, quality, and geographic distribution of housing units. The CoC will build on proven recruitment strategies, using a data driven and continuous improvement approach to expand recruitment efforts beyond those currently in place.

Current strategies and their effectiveness include:

- Move in Multnomah: a time-limited multi-media initiative encouraging landlords to work with community homeless service providers. As part of this program, landlords were offered a range of risk-reducing incentives including a 12-month rent guarantee. The program successfully recruited over 100 landlords within a 3 month timeframe across the entire geographic area of the

CoC. It also allowed the JOHS and community providers to engage with landlords to help understand and respond to stereotypes and misperceptions about homelessness.

- Portland Housing Bureau (PHB) Damage Fund: PHB, a founding jurisdiction of the CoC, has created the Risk Mitigate Pool, which offers affordable housing owners, who are currently financed by the city and have apartments designated as Permanent Supportive Housing (PSH), an additional insurance for tenant-caused damages.
- Regional Long-Term Rent Assistance (RLRA): The RLRA program is a tri-county (Multnomah, Clackamas, and Washington Counties) collaborative housing program which offers landlords incentives, including an incentive for renting the apartment and payment for repairs needed, ahead of a tenant moving in. These incentives are intended to both recruit new landlords and ensure that housing barriers are reduced for people currently experiencing homelessness.

Data driven approaches to improve and expand recruitment include:

- Qualitative data from the 24/7 landlord line operated by JOIN
- Qualitative data from providers about what strategies are working and what barriers they continue to face
- Data, disaggregated by race, ethnicity, and other demographics, on how quickly participants are able to access new apartments brought in by landlord recruitment strategies into our work
- Feedback from community engagement sessions with various landlords to continue to strengthen the partnerships and learn about barriers they face to bringing more apartments into our system
- Geographic data on consumer choice of neighborhood to evaluate if individuals and families are able to find an apartment in the neighborhood they want to live

Lessons learned from implemented strategies:

- Recruitment of landlords presents an opportunity for correcting misconceptions and misperceptions in the community about homelessness and supportive housing.
- It is important to continue to experiment and try new, innovative, ideas to further our community's capacity to address homelessness through increasing housing options.
- Landlords are interested in partnering with the homeless service system, as long as their real/perceived risks are reasonably addressed and they can continue to charge rents tied to the private market.
- It is important to combine landlord cultivation with recruitment through relationship building.
- There is system-level interest in centralizing landlord recruitment and retention.
- Supporting shared housing options takes a different level of engagement separate from landlord recruitment.
- Service providers need to have strong relationships and communication with landlords.

## **Identifying, Sheltering, and Housing Individuals and Families Experiencing Unsheltered Homelessness**

The CoC has a long-standing commitment to using individualized and culturally responsive approaches

to identify, shelter and house families and individuals experiencing unsheltered homelessness. Regular, supportive, and responsive engagement in the locations individuals and families reside are key to successfully connecting them with appropriate housing alternatives, which include low-barrier emergency shelter, transitional housing, and permanent housing.

## Current Street Outreach Strategy

The Continuum of Care (CoC) significantly invests in outreach and in-reach staff at multiple nonprofits and coordinates with others who identify and engage people experiencing unsheltered homelessness on the streets, in cars, camps and other locations throughout our service area

The CoC utilizes coordinated outreach strategies that ensure frequent outreach, which include:

- Models of outreach: contracted providers from mainstream and culturally specific organizations allow the CoC to offer four different models of outreach: safety/survival, health care, navigation, and housing placement outreach.
- Increasing capacity to coordinate outreach efforts: The JOHS has created an Outreach Coordinator position to support the development of regular meetings with contracted street outreach providers to gain shared understanding of outreach areas, days, and times. In addition, the Outreach Coordinator will ensure access to space for case conferencing and care coordination.
- Increasing outreach capacity: The FY 23 JOHS budget includes funding to hire twenty new staff positions to conduct outreach, a portion of which will serve East County, an underserved area with a high proportion of BIPOC communities. Throughout the CoC, we are also expanding specialized navigation teams, including an adult navigation team of peer support specialists.
- Partnering with Built for Zero: the CoC will work with the Built for Zero initiative to establish improved data collection practices for outreach workers.
- CoC Funded SSO-CE: The CoC has two Supportive Services Only-Coordinated Access grants, funded through HUD's CoC NOFO, that support coordinated entry for both the adult and domestic violence systems.
- Outcomes: 32.4% of people served in shelter came directly from being unsheltered and 31.3% of people served in permanent housing came directly from being unsheltered

The CoC successfully utilizes strategies that are culturally appropriate and designed to support individuals and families with high vulnerability, exit unsheltered homelessness and move into permanent housing. Strategies include:

- Dedicated navigation workers to respond to mental health crises, engage and navigate interested individuals into recovery programs, and outreach to youth, as well as individuals living with HIV
- The JOHS currently contracts with five culturally specific organizations to conduct street outreach and recently received funding to expand capacity by contracting for 2 positions to conduct outreach focused on the Native American and African American unsheltered populations with a specific goal of connecting individuals to shelter, support, and housing services

- CHAT-BIPOC collaborative: The Coordinated Housing Assessment Team (CHAT) is focused on engaging people who are not already connected to services and maintaining contact until they reach the top of the housing list. As part of the BIPOC collaborative, culturally specific agencies work together to support coordinated access assessments using a culturally specific approach
- Recognizing the importance of having individuals with lived experience of homelessness conduct street outreach, the CoC funds and invests in peer delivered services
- The CoC will continue to support established and successful coordinated entry practices by funding a multi-agency mobile team to provide street and site-based outreach/engagement. This team conducts coordinated entry assessment, provides resource navigation and referral, helps participants collect documents necessary for landlords, works to mitigate barriers, and provides flexible client assistance to support the rapid transition to available housing resources.

## Current Strategy to Provide Low-Barrier Shelter and Temporary Housing

The CoC is committed to offering a full continuum of housing services to meet the unique needs of individuals and families experiencing unsheltered homelessness, including, but not limited to, low-barrier emergency shelter and transitional housing.

The CoC currently provides low-barrier emergency shelter and transitional housing using the following strategies:

- Offering a variety of shelter options, including alternative shelters, emergency shelters, motel-based shelter, alternative- pod shelters, and winter and severe weather shelter
  - During FY 2021-22, the jurisdiction, through its CoC, maintained 520 motel rooms (mobilized as physical distancing options during the COVID pandemic), 400 beds in adult shelters, 150 beds in women's shelters, 180 beds in family shelters and 115 beds for survivors of domestic violence
- Expanding shelter services: the JOHS funded the operation of 10 additional emergency shelters in the last fiscal year, and secured funding to bring an additional 400 emergency shelter beds into operations in the current fiscal year through non-congregate, congregate, and alternative shelter programs. The CoC has also expanded culturally specific shelter options through partnerships with Black Mental Health Oregon and the Urban League of Portland
- Providing shelter options for individuals with severe mental health disabilities: The Multnomah County Behavioral Health Division launched a new wrap-around non-congregate emergency shelter, which offers shelter and 24-hour onsite mental health support for treatment, community engagement, peer support, and housing navigation
- Funding two Transitional Housing projects through the HUD CoC Annual Competition

The County is committed to using data to ensure strategies to provide access to low-barrier and culturally appropriate housing alternatives are effective.

- The CoC conducts annual needs and gaps assessments, which correspond to annual planning for a range of facilities and services to address the emergency and transitional housing needs of people experiencing homelessness
- The CoC tracks the length of time participants are homeless using Homeless Management



Information System (HMIS) data, coordinated entry (CE) systems, a Veterans By-Name List, CoC and Emergency Solutions Grant (ESG) project data, and CoC system mapping

- The JOHS collects race and ethnicity data, and is able to disaggregate service provision and outcomes, with an eye to centering equity in our gap analyses. Gap analyses that look at outcomes with this granularity allows creation of programs to meet the needs of those currently not accessing services or experiencing worse outcomes in our community.
- HMIS data entry and subsequent analysis and evaluation of low barrier PSH programs is part of the JOHS evaluation framework. This allows funding to do scaleable increases for programs with high efficacy, and targeted technical assistance when issues arise.

The CoC has implemented new strategies to provide low-barrier shelter and transitional housing over the past three years to improve overall service delivery by documenting lessons learned from past implementation efforts. Lessons learned included:

- Emergency sheltering efforts during the COVID-19 pandemic proved non-congregate models of sheltering are extremely effective; as a result, the CoC has dramatically expanded these sheltering services
- Members of communities of color residing in dominant congregate shelter settings experienced negative impacts and exclusions, a situation that was brought to the attention of the CoC by vocal community members. In response, the CoC created the first culturally specific shelter, while continuing to address the ongoing anti-racist training needs of all system providers
- The CoC learned that the rate of placement from emergency shelter directly into housing did not meet expectations, nor were placements distributed equitably across the shelter system. In response, the CoC prioritizes a focus on interagency and interdisciplinary teams to offer flexible and customized services to clients in emergency shelters to expedite their transition to permanent housing

## Current Strategy to Provide Immediate Access to Low-Barrier Permanent Housing

The CoC and its partners have a long-standing commitment to a Housing First Approach, ensuring people experiencing homelessness have immediate access to low-barrier permanent housing. Current strategies include:

- Significantly increasing low-barrier, Housing First Rapid Rehousing and Permanent Supportive Housing by leveraging local and regional flexible funds. In the last fiscal year, 450 new supportive housing opportunities were created and another 994 are planned for the current fiscal year.
- Funding services that support individuals experiencing homelessness through their transition back into housing. The CoC has intentionally designed PSH models to serve individuals with severe service needs, including creating housing with onsite behavioral healthcare services and culturally specific mobile support services that can provide direct connection to services based on client need
- Identifying landlords that will provide low-barrier housing opportunities, as described in section 1 of this plan
- Partnering with affordable housing developers to reduce screening barriers for tenants, including previous rental history screenings and criminal background screenings
- Setting requirements for low-barrier, Housing First approaches in project solicitations and contracts with local providers

- Adding additional priority points in the coordinated assessment process for individuals and families experiencing unsheltered homelessness
- Reducing documentation barriers by implementing opportunities for self-certification
- Developing a program within the Assertive Community Treatment program to connect individuals already receiving medicaid funded services with housing vouchers
- The Mobile Permanent Supportive Housing Team, (MPSH), is an interdisciplinary team consisting of 7 organizations (JOIN, NARA, Urban League, El Programa Hispano, Cascadia Behavioral Health, Coalition of Community Health Clinics, and Mental Health Association of Oregon) to provide wrap-around housing retention services that are equity-informed, non-judgmental, relationship-based, participant-driven, and trauma-informed.

The CoC's strategy is supported by evaluation metrics as well as research, including:

- Service numbers: during the fiscal year ending in June 2022: 4,854 people were housed in Permanent Supportive Housing programs
- The Mobile Permanent Supportive Housing Model yielded a 100% retention rate, based on an evaluation of the model by the Homeless Research & Action Collaborative
- The CoC's efforts to provide tailored services and support to underserved populations of color as well as populations with severe mental health needs is backed by a growing body of research that proves these strategies create strong outcomes and are cost effective.<sup>2</sup>
- Lack of affordable housing, including rental housing, has been proven to be a leading cause of homelessness in the United States.<sup>3</sup> The CoC is working to dramatically increase the number of new and existing affordable housing opportunities for individuals and families at the lowest income levels.

The CoC has implemented new strategies to ensure access to permanent housing over the past three years. To improve overall service delivery, the CoC has documented lessons learned from implementation efforts. Strategies and lessons learned include:

- The CoC created local leverage opportunities for non-medicaid eligible services as well as leveraged flexible housing dollars to support clients prepared to move back into permanent housing.
- Lessons learned:
  - Across the community of providers, there are different levels of experience and capacity for housing search and placement work, thus there is a need to fund additional housing and placement positions embedded within current programs
  - Aligning with healthcare providers is critical to providing individuals and families experiencing homelessness with holistic support
  - Racial equity work within the homeless system requires us to slow down, thereby infusing the creation of new programs and infrastructure with intentionality, despite the potential of prolonging their development timeline

<sup>2</sup> Culhane, D. and Byrne, T. (2010) Ending Chronic Homelessness: Cost-Effective Opportunities for Interagency Collaboration. University of Pennsylvania ScholarlyCommons; Ly, A. and Latimer, E. (2015). Housing First Impact on Costs

<sup>3</sup> Colburn, G., & Paige Aldern, C. (n.d.). Homelessness is a housing problem. Homelessness is a Housing Problem. Retrieved August 23, 2022, from <https://homelessnesshousingproblem.com/nd> Associated Cost Offsets: A Review of the Literature. The Canadian Journal of Psychiatry 60(11) 475-487). *Protect tenants, prevent homelessness - national homelessness law center.* Homeless law . (n.d.). Retrieved August 23, 2022, from <https://homelesslaw.org/wp-content/uploads/2018/10/ProtectTenants2018.pdf>

- Organizations within our community continue to struggle to recover from the COVID-19 pandemic and it is critical to consider organizational capacity when creating new programming

## **Updating the CoCs Strategy to Identify, Shelter, and House Individuals Experiencing Unsheltered Homelessness with Data and Performance**

The CoC's commitment to reducing unsheltered homelessness through implementation of best practices will be supported by ongoing data collection and analysis that will guide the CoC as strategies are updated and improved.

### **Street outreach**

The CoC will utilize data and best practices to improve and expand street outreach, as follows:

- **Built for Zero (BFZ):** As a directive from our previous CoC Board, the CoC is working with Community Solutions to produce a Quality By Name list. This will compel us to update data more frequently, and allow us to analyze more nuanced data on an aggregate level, providing a more comprehensive view of the journey from homelessness to housing stability. Additionally, this granular data analysis will allow the CoC to utilize individual data to help prioritize housing and match those with services
  - BFZ focuses on adult individuals who qualify as chronically homeless, most of whom are unsheltered
  - Recent work done by BFZ identified the most significant data collection gap is among our unsheltered homeless population, which has focused current efforts on connecting outreach and data collection, as well as designing tools to collect information in a trauma-informed manner
  - The BFZ effort will continue to pilot a tiered coordinated entry assessments during outreach, allowing providers to more effectively connect more people to services through the use of focused lists, thereby ensuring rapid entry into services. This effort will allow the CoC to move from ad hoc to system support of case conferencing and outreach meetings
- Analyzing client pathways into, and out of, unsheltered homelessness' using HMIS data. By examining which services contribute to successful outcomes for individuals in different demographic groups, this project will identify programs that are effective and can be expanded and/or replicated
- The CoC is also partnering with healthcare, law enforcement, and business owners as a way to improve outreach. The CoC currently funds behavioral health outreach and Portland Street Response to deliver medical outreach to individuals experiencing unsheltered homelessness. Partnering with the Multnomah County Sheriff Office's Hope team, we've started a new navigation team focused on working to build connections with individuals experiencing unsheltered homelessness in East County. The CoC is also evolving its community advisory

framework, which includes business owners, to ensure a broad structure of feedback, from a broader constituency.

## Low-barrier Shelter and Temporary Accommodations

The CoC will utilize data and best practices to improve and expand access to low-barrier shelter and temporary accommodations, as follows:

- The CoC is implementing the Effective Shelter Models project to identify and describe best practices within different shelter models and assess their effectiveness in serving Multnomah County's unsheltered population. Based on the findings of this project, shelters within the CoC will be changed or adapted.
  - This process will also serve as a basis for a larger evaluation process to help the CoC define success in shelter models, centering equity and measure current models to design better programming
- The JOHS, in partnership with neighboring counties, will implement a Tri-County regional Point in Time Count (PIT) with an eye towards aligning data collection methodology and analysis across the Portland Metropolitan area. This enhanced process will expand on required HUD data collection to better perform a gap analysis on local needs, including shelter and transitional accommodation services.

## Permanent Housing

The CoC will utilize data and best practices to improve and expand the ability to rapidly move individuals and families with a history of unsheltered homelessness back into permanent housing using the following strategies:

- Local and regional flexible funding will allow us to fund the development of an evaluation framework with the explicit goal to use data-driven/best practice research to improve program effectiveness. The evaluation framework will focus on equity and analysis of service gaps that expand our knowledge beyond quantitative data collection
- We will continue to collect data, disaggregated by race and ethnicity, in all permanent housing interventions to ensure we are funding new and existing programs that address unmet needs
- A best practices library is being developed through a collaboration with the Homeless Resource & Action Collaborative Research to facilitate a better understanding of which interventions have been shown to be most effective.
- The CoC has partnered with the Corporation for Supportive Housing (CSH) to provide a 6-month training series on best practices for all providers focusing on permanent supportive housing. Due to the success of this training series, we are expanding our partnership with CSH to develop a Training Advisory group of 6 culturally specific organizations to provide feedback on training materials and partner in training delivery
- Tracking disaggregated engagement data in HMIS will allow the CoC to analyze which strategies house people most effectively and efficiently with equity is a centered goal

## Identifying and Prioritizing Households Experiencing or with Histories of Unsheltered Homelessness

The County has long worked to provide a comprehensive and flexible approach to identifying individuals experiencing unsheltered homelessness, and prioritize individuals and families engaged through street outreach for permanent housing. The CoC will continue, update, and expand these practices through the strategies detailed below.

The CoC will ensure that resources provided under this Special NOFO will reduce unsheltered homelessness by:

- Prioritizing projects that serve individuals and families experiencing unsheltered homelessness in the CoC's local competition process
- Prioritizing projects that meet the needs of individuals and families from a community of color overrepresented in the homeless population

The CoC will work to reduce unsheltered homelessness by adopting eligibility processes and coordinated entry process, which include:

- Giving additional coordinated entry prioritization points for people experiencing unsheltered homelessness
- Not excluding people in shelters - In Portland, BIPOC people are underrepresented in unsheltered homelessness and, therefore, to meet racial equity goals and address ongoing racial disparities in housing and homelessness, we will focus access for our culturally specific shelter providers for entry into the program(s). Additionally, we know that many people cycle in and out of shelters and cars/the streets throughout the year so this opportunity will impact those with histories of street homelessness as well

The CoC will ensure that people who are unsheltered can access housing and other resources in the community by providing the following supportive services:

- Coupling housing with services that are critical to supporting housing stability, including programs designed to assist people with low incomes to increase their income and become financially self-sufficient
- Employment recovery and economic opportunity programs: The CoC-funded Employment Recovery Project, run by nonprofit Central City Concern, uses a supported employment model to connect adults with multiple barriers (criminal histories, substance abuse) to jobs. CoC-funded agencies are part of the local Economic Opportunity Program providing career track training, counseling and job placement through our local Workforce Investment Board, in collaboration with employment providers
- The CoC partners with Worksystems, Portland Business Alliance, and the State Dept. of Human Services to increase income opportunities for people experiencing homelessness
- Partnering with the Barrier Mitigation project through the Metropolitan Public Defenders Services, which supports individuals with expungement, landlord-tenant debt negotiation, and legal assistance to obtain identification. Within the past three months the program received a total of 136 referrals from Multnomah County's homeless service systems.
- The BEST (Benefits and Entitlements Specialist Team) program, led by Central City Concern in partnership with the local Social Security Administration, helps people experiencing homelessness and disabling conditions who are unable to work, to obtain SSI, SSDI & health insurance an average of 5 weeks faster than the typical time frame.

## **Involving Individuals with Lived Experience in Decision Making**

The CoC recognizes that the expertise of people with lived experience of homelessness and those currently experiencing homelessness is invaluable to improving our systems of care, due to their unique ability to identify problems that exist and the services and interventions that are most effective. The CoC is committed to meaningfully including people with lived experience in decision making.

As part of this Special NOFO, the CoC conducted the following outreach to engage those with lived experience to provide feedback on our plan:

- The CoC partnered with community based organizations, the Street Roots Ambassador Program and Cultivate Initiatives Internship Program, to recruit individuals currently experiencing homelessness and unsheltered homelessness for a core working group
- The CoC also organized street outreach to be performed by people with lived experience to solicit feedback on specific portions of the plan

The CoC has a strong history of meaningfully and intentionally integrating people with lived experience of homelessness into our decision-making structure. Individuals and families with lived experience of unsheltered homelessness are positioned to influence local policy and priorities through:

- Conducting intentional and specific outreach to individuals with lived experience to serve on the Continuum of Care Board through social media, the JOHS newsletter, and partnering with CoC-providers
  - Since 2015 people with lived experience have been active in the CoC Board as both board members and participants of working groups
- Increasing the CoC stipend policy so that people with lived experience are paid at the same rate as professional contractors
- Ensuring that the new CoC board formed in 2022 had a higher percentage of people with lived experience as well as BIPOC membership than our previous CoC board
- Creating a standing Lived Experience Advisory committee to advise the CoC and the Collaborative Applicant on policy and funding priorities

The CoC encourages projects to involve individuals and families with lived experience of unsheltered homelessness by:

- Requiring HUD-funded projects to solicit feedback from individuals and families with lived experience as part of the CoC's local competition process. Different methods of feedback include:
  - Anonymous client satisfaction surveys; focus groups and/or listening sessions; current or former participants, or someone with current or past lived experience of homelessness, sits on the Board of Directors; consumer advisory groups; feedback informed treatment
- Requiring HUD-funded projects to utilize feedback during project development and design as well as the design of new policies and procedures for projects
- Investing and supporting projects that utilize peer support specialists

## Supporting Underserved Communities and Supporting Equitable Community Development

Systemic racism has historically excluded many communities of color from housing opportunities and continues to create barriers to housing access for communities of color, immigrants and refugees. Working to address historical and systematic oppression in housing and homeless systems is critical to ending unsheltered homelessness. The CoC is committed to increasing support for underserved communities and supporting equitable community development as fundamental to the work ahead.

The CoC identifies populations who have not been served by the homeless system at the same rate they experience homelessness by using the following strategies:

- The Annual Point-in-Time Count analysis, which includes data disaggregated by race, ethnicity, and other demographics
- Increasing East County outreach and coordination efforts: due to gentrification and housing exclusion, many communities of color have been pushed out of central Portland into East County. The CoC is working to increase and expand services in these areas to identify and reach populations who have not been served by the homeless system at the same rate they experience homelessness
- Equity engagement with historically underserved communities and culturally specific providers cultivated during procurement processes
- Utilizing disaggregated race and ethnicity data when considering program, process improvement and expansion, and funding allocation decisions
- Equity Engagement Coordinator: a new position in the JOHS has been funded to develop processes that create meaningful partnerships with community providers and addresses systemic barriers to contracting with the County. The community partnership work entails outreach and communication with culturally specific organizations as well as coordination with regional partners in Washington and Clackamas Counties. The equity engagement coordinator identifies solutions to systemic barriers to contracting for emerging and culturally specific providers in order to increase the number of contracted culturally specific providers. The equity engagement coordinator also supports technical assistance opportunities for emerging and culturally specific providers to expand capacity and internal infrastructure for providers.

Underserved communities within the CoC's geographic region, outlined below, interact with the homeless system in the following ways:

- Description of underserved communities in the CoC
  - Black, Indigenous, American Indian, Native Hawaiian and Pacific Islander communities face disproportionate rates of homelessness. According to preliminary 2022 PITC data, Native Hawaiian/Pacific Islanders are more than three times more likely to experience homelessness than non-Hispanic Whites; Black/African Americans are nearly four times more likely; individuals with multiple races nearly five times more likely; and American Indians, Alaskan Natives, and Indigenous peoples nearly six times more likely to experience homelessness than non-Hispanic Whites.
  - Trans Individuals and members of the LGBTQIA2S+ community also face disproportionate rates of homelessness. National and local data tell us that LGBTQ individuals, and particularly youth, are at a higher risk of homelessness. Almost one-third (30%) of all respondents to the 2015 U.S. Transgender Survey experienced homelessness at some point in their lifetime. And the rates were significantly higher for Native Americans and African Americans; In the 2022 PIT Count, 80 individuals identified as transgender and 99

identified as non-binary, gender fluid, agender, or a culturally specific gender. This is around 3.5% of the total count, which is disproportionate to the 1% of U.S. residents that identified as transgender according to the U.S. Census Bureau. Providers and advocates also report that LGBTQIA2S+ adults are overrepresented in the local population experiencing homelessness.

- Interaction with the homeless services system:
  - Community engagement with providers revealed that Communities of Color prefer to access resources, supports and services within their trusted and established networks, and that centralized/mainstream triage, assessment, and intake systems can often exclude most communities
  - BIPOC individuals and families interact with culturally specific providers, who are highly specialized at serving specific populations. Through the annual CoC HUD NOFO competition, the CoC funds 145 culturally specific PSH and RRH apartments that serve the Black/African American community. In addition, several projects have subrecipients that serve Native American communities.
  - LGBTQIA2S+ - In the youth system, 38-40% of individuals experiencing homelessness identify as a member of the LGBTQIA2S+ community. These individuals are served both through mainstream organizations that provide LGBTQ+ programming and queer spaces as well as by the Sexual Minority Youth Resource Center

The CoC provides outreach, engagement, and housing interventions for populations experiencing homelessness who were previously underserved by the homeless system at the same rate as others experiencing homelessness by using the following strategies:

- Expansion of contracts with culturally specific providers
- Requiring all organizations contracted through the CoC to be culturally responsive
- Offering technical assistance to emerging culturally specific organizations
- Redesigning the VI-SPDAT: After two years of utilizing the nationally recognized VI-SPDAT as the standardized prioritization tool for coordinated access, data showed a correlation between race and vulnerability score. In the single adult population, people of color were 54% less likely to receive a high score, and therefore not prioritized for housing.
  - The JOHS is currently working with two consultants to revise the coordinated access process and create a new assessment tool to be more responsive, effective, and culturally appropriate
- Pursuing a collaboration with the VA and the Native American Rehabilitation Association to provide case management for VASH clients, thereby improving access and engagement with Native American Veterans
- Investing in culturally specific, project-based Supportive Housing projects. In FY 22 our community funded in 92 new apartments for the Latino/a/x, Native American, and Black/African American communities