



JOINT OFFICE OF HOMELESS SERVICES

Date: May 24, 2021
To: Board of County Commissioners
From: Marc Jolin, Director
Re: Budget Session Follow-up Questions & Responses

Dear Board of County Commissioners:

Following our budget presentation on May 6th, your offices submitted a significant number of follow-up questions. We have a second work session scheduled for May 25th, but we recognize that there will not be enough time to answer all of the questions at that session, so we are providing answers in this memo. We will, of course, answer any clarifying or additional questions in the session as well. Our responses are organized thematically, rather than by the office that submitted them (see Appendix A for the complete list of questions by office). In some cases questions are very similar so we have consolidated them for the sake of efficiency. Where the questions require more time to answer at the level detail requested, we have acknowledged that and will follow up.

1. Rental Assistance

The Joint Office has a range of rental assistance resources in its base budget and its Metro Supportive Housing Services (SHS) budget. In our base budget, we have City and County general funds, state funds, and federal funds for rent assistance. We have only two types of rental assistance, short term (0-24 months) and long-term (unlimited duration, subject to budget). The vast majority in the base budget is short term; how short a particular rent assistance investment is depends on the needs of each household. The locally funded short term rental assistance funds can be used for a broad range of housing related expenses, including debt reduction, utility hook ups, past debt, deposits, first and last month's rent and rent. For long-term rental assistance, these housing placement costs can also be covered, but the substantial majority of funding goes to covering a household's ongoing rental and utility costs. State and federal rental assistance resources have more restrictions on how they can be used. SHS rental assistance is highly flexible, like other General Fund sources. The following is a chart of all rental assistance in the 2021-2022 Joint Office budget broken down by program offer.

PO #	PO Name	City GF	County GF	COVID-19	State/Federal	Metro SHS	Total
COVID-19 Emergency Response & Recovery							
COVID-19 Response							
30092	Partner Agency Support (Vouchers)			500,000			500,000
30700A	Placements out of Shelter - Metro Investment					3,000,000	3,000,000
30700C	Emergency Rent Assistance - Metro Investment					2,805,000	2,805,000
Short-Term Programming							
System Access, Assessment, & Navigation							
30100B	Metro Expansion					309,000	309,000
Safety off the Streets							
30200	Adult Shelter	379,490	254,000				633,490
30204	Domestic Violence Shelter		57,830				57,830
30210	Safety on the Streets	76,560					76,560
Housing Placement & Retention							
30300	Adults & Women Households	3,338,360	1,117,598				4,455,958
30301A	Homeless Families	1,277,620	2,257,480				3,535,100
30301B	Homeless Families - Metro Expansion					1,375,000	1,375,000
30302	Placement out of Adult Shelter	2,344,020					2,344,020
30303	Domestic Violence		950,575		1,134,850		2,085,425
30304A	Seniors (Metro/Kaiser 300)				1,600,000		1,600,000
30304B	Seniors - Metro Expansion					2,000,000	2,000,000
30305	Medical/Aging	618,010					618,010
30306	Youth Services		698,240		691,357		1,389,597
30307	Veterans	28,740	177,730		155,200		361,670
30308	Metro Expansion					2,000,000	2,000,000
Diversion							
30500	Diversion Services	507,970	914,670				1,422,640
Employment							
30600	Employment Programs	389,380	104,550				493,930
Long Term Programming							
Supportive Housing							
30400A	Supportive Housing	5,461,115	954,090				6,415,205
30400B	Metro Expansion					2,890,000	2,890,000
30400C	Metro Expansion - Bond Units and Site Commitments					3,500,000	3,500,000
30400D	Metro Expansion - Countywide Coordination					520,000	520,000
30401A	Behavioral Health/Medical Housing	1,681,770			1,556,350		3,238,120
30401B	Behavioral Health/Medical Housing - Metro Expansion					3,040,000	3,040,000
30402	Local Long Term Rental Vouchers	425,830	393,890				819,720
30403	Families		652,270				652,270
30404	Visitor Development Funds		546,563				546,563
Total		16,528,865	9,079,486	500,000	5,137,757	21,439,000	52,685,108

In addition to the JOHS, the Board requested information from the Department of County Human Services (DCHS) and other departments on their rental assistance investments. DCHS will present their funding table at the upcoming worksession and we will work with the other departments to bring forward a comprehensive picture this summer. In terms of why some rental assistance flows through JOHS and other rental assistance goes through DCHS, it is a matter of our respective responsibilities in the system. The Joint Office uses rent assistance with people who are experiencing homelessness to help them move into and retain their housing, and is responsible for the expansion of permanent supportive housing and the associated long-term rental assistance. DCHS uses rental assistance to ensure that people who are in housing do not lose their housing; these tend to be prevention-focused limited-duration investments. DCHS is also implementing the COVID-19 emergency rental assistance program.

2. Adult Shelter

The Joint Office funds the operations of and/or provides support services to a wide range of shelter types serving adults, families, youth, and domestic violence survivors. Several Board questions pertain to various aspects of our adult shelter budget.

A. Shelter Capacity

Our base budget funds 965 year-round congregate shelter beds for adults. During COVID-19, these congregate shelters have been forced to operate at half capacity, but we anticipate those sites being able to increase capacity over the coming year as vaccination rates increase and COVID-19 protocols shift.

In addition to the 965 beds of congregate shelter, the base budget provides operating and/or housing placement support for multiple non-congregate adult shelters, including Kenton Women's Village (15 pods), St. John's Village (20 pods), Dignity Village (60 beds), and Right to Dream Too (60 beds).

Finally, the base budget includes operating funding for 300 additional beds of winter shelter during the period from November through March, as well as funding to support no turn away shelter during severe weather.

Therefore, year-round adult capacity supported through the base budget is 1,120 beds of adult shelter, but 625 as long as COVID-19 physical distancing protocols remain in place. (Our base budget also includes funding for 410 beds of youth, family, and domestic violence shelter, bringing the total base system year-round capacity to 1,530 beds.)

Through a combination of funding in our COVID-19, American Rescue Plan Act (ARPA), and SHS budgets, we will be able to continue to operate 330 rooms of motel shelter at seven different shelter locations in FY 2022, serving between 330 and 400 people per night (depending on how many couples occupy the rooms). This does not include the continued funding of 80 rooms of Voluntary Isolation Motel (VIMO) capacity that provides short-term stays for people recovering from COVID-19, which has been serving about 50 people per night this month.

In addition, we have sufficient budget in the combined COVID-19, ARPA, and SHS budgets to continue the three COVID-19 outdoor physical distancing shelters known as Creating Conscious Communities for People Outside (C3PO), which offer 100 sleeping pods and shelter up to 110 people per night, as well as the congregate physical distancing shelter that is currently in Old Town and serves 90 people, the capacity of which will eventually be transferred to the new North Portland shelter site once it is renovated.

The SHS budget also includes new specialized motel shelter for 100 people per year (est. 25 rooms) who are part of the CHOICE program and have a severe and persistent mental illness,

and 26 beds of culturally specific shelter focused on people exiting the criminal justice system who also have serious behavioral health conditions.

Finally, in the SHS budget we have additional funding allocated to expand non-congregate shelter programs by up to 200 beds, depending on the ultimate community based programs proposed and selected for funding from the Request for Pre-Qualifications (RFPQ).

Taken together, the Joint Offices FY 2022 COVID-19, ARPA, and SHS budgets provide additional adult shelter bed capacity, above the pre-COVID-19 base budget funded capacity, of between 570 and 650, depending on household configurations, plus up to 200 alternative non-congregate shelter beds from the RFPQ. Of that increase, up to 460 additional beds (120 motel, 90 congregate, 50 Health Department, up to 200 RFPQ) are new ongoing capacity funded through the SHS budget.

Total Bed Capacity for Adults:

- Post-COVID-19 Restrictions: 1,690 - 1,770 and up to 200 from Alt Shelter RFPQ
- During COVID-19 Restrictions: 1,195 - 1,275 and up to 200 from Alt Shelter RFPQ

B. Non-Congregate/Alternative Shelter Support

Over the past four years, the Joint Office has both built in-reach services for alternative self-initiated village-style shelter programs like Dignity Village, Right to Dream Too (R2D2), and Hazelnut Grove, and has proactively supported the creation of village-style shelter programs, including Kenton Women's Village and the St. John's Village. In partnership with the City of Portland, next fiscal year the Joint Office will also take over support for C3PO, begin providing direct financial support to R2D2, and launch several new alternative shelter projects as a result of the Alternative Shelter RFPQ. In response to the question of what these projects will be - what types of alternative shelter will emerge - we won't know that until the RFPQ process is complete. That said, we understand the broad interest in safe park programs, faith based outdoor shelter sites, and geographically distributed shelter options.

The Joint Office staffing capacity for this work is built into both our base and Metro expansion "Safety off the Streets" program offers, as well as our Rapid Rehousing - Adults program offer, which provides funding for our JOIN-operated in-reach teams. There is also staffing capacity built into our COVID-19 and ARPA budgets for the position coordinating C3PO.

The support services offered to alternative shelter programs vary by program. JOIN's In-Reach Team focuses on connecting residents in self-governed shelter communities like Dignity Village and R2D2 to housing and other support services. They function essentially as mobile housing placement workers, equipped with financial resources and expertise to help people navigate from the shelters to housing. At Dignity Village, the Joint Office also funds staff capacity to help the community with basic administrative functions, reporting, and other obligations under its

site-use agreement. Finally, at places like Kenton Women's Village, St. John's Village, and (to some extent) C3PO, supports include covering substantial operating costs, staffing, utilities, as well as connection to housing transition services.

C. Shelter Capital

The Shelter Capital proposed in our budget will go to several new and existing shelter projects including:

- Alternative shelter expansion
- North Portland shelter development
- Willamette Center roof/seismic upgrade
- Shower facilities at Walnut Park
- Lighting, landscape and other improvements at Gresham Women's Shelter
- Motel shelter improvements
- Central city women's shelter

D. Motel Shelter Status & Plans

The Joint Office currently has room block agreements on 7 motels. Two of those are under contract to purchase, one in Gresham and one in SW Portland. The Gresham site is under contract with the Joint Office and the other with Metro. The Joint Office already purchased an 8th site, located at NE 82nd and Halsey.

Seven of the sites are operated as motel shelters, focused on people who are at high risk of serious illness or death from COVID-19; one of them is a culturally specific program operated by the Urban League of Portland. Five of the other sites are operated by non-profit partners Do Good Multnomah, Transition Projects, and Human Solutions. The final motel shelter is operated by the Joint Office's COVID-19 emergency response team. The eighth motel, the Jupiter Motel, is the 80 room Voluntary Isolation Motel, also operated by the Joint Office's COVID-19 emergency response team, in partnership with DCHS and the Health Department.

As stated above, the budget contemplates maintaining all of this motel shelter and VIMO capacity for the coming fiscal year. With the owned site, and provided the purchase of other two sites moves forward, 120 rooms will be added to our long-term inventory, with plans to operate them as shelter until they are converted either to transitional housing (likely recovery housing), or permanent supportive housing programs. The other four motel shelter sites we will continue to reassess as we see how COVID-19 and budgets impact our adult shelter strategy. The VIMO will also continue to be reassessed in cooperation with the Health Department to determine whether it is a resource we need permanently in the community.

While the motel shelters are about twice the monthly cost of our congregate shelters on a per bed/room basis, they include robust COVID-19 precautions, and have proven highly effective at helping ensure the safety of some of our most vulnerable community members. In addition, for the time being, non-congregate shelter continues to be eligible for 100% FEMA reimbursement, helping to offset significantly the additional cost, even if that policy only remains in place for part of the coming year. Finally, we are budgeting for \$3.0 million in SHS funding this first year to prioritize moving people from the Motel Shelter into housing; to date, 43 people have already moved from those shelters to permanent housing, and our goal is help at least 200 more find permanent housing, opening those motel rooms up to others who need the resource.

E. C3PO & St. John's Village

There were Board questions specific to C3PO - the three outdoor shelter sites, each a city block hosting about 33 pallet shelters, along with certain common area amenities. The site in Old Town is a general population site, while the Central Eastside hosts the Queer Affinity Camp and the BIPOC Camp.

The total capital investment in the three sites, including the pallet shelters, is approximately \$1,000,000. The operating budget for the three sites combined is approximately \$2.4 million, or \$24,000/pod per year. The operating budget does not include housing placement or similar services, and the underlying land is being donated.

Two of the three sites are in the process of relocating in the very near term, and there will be costs associated with the relocation, site preparation, etc. The third site will also be required to move in the near future.

With respect to St. John's Village, the City of Portland invested approximately \$1.5 million in the site-prep and infrastructure. The per-pod annual operating budget is \$18,000, which includes lease payments on the land, staffing for the site, and housing placement assistance provided through Do Good Multnomah.

3. Safety On the Streets

A number of questions relate to the investments in improved services for people while they remain unsheltered. Street Outreach has long been an essential part of our service delivery model, including behavioral health outreach, geographically assigned outreach, culturally specific outreach, women's outreach, and assessment and navigation related outreach. The base budget includes about 45 street outreach workers who focus on people who are not in shelter. While each of them offer different specializations, they all include regular contact with people who are unsheltered, providing them with survival gear, checking on their immediate welfare, and providing information and assistance to get access to support services, shelter, and housing.

This year's COVID-19 budget includes an additional \$500,000 to continue the provision of critical survival supplies, water, PPE, and other goods to upwards of 100 organizations that are collecting those goods at our supply center and distributing them to unsheltered people throughout the County. Our ARPA budget includes \$500,000 for expanded hygiene services to people who are unsheltered. While we are still in discussions with the cities and our other stakeholders, we expect these funds to expand mobile shower and bathroom access, including in East County and other areas that can complement similar investments that the City of Portland plans to make this coming year. The ARPA funding also includes expanded funding for Portland Street Medicine that will allow them to hire a medical care coordinator who can expand partnerships with the Health Department and the Joint Office around vaccinations, communicable disease testing, etc. The specific outcomes for this investment remain to be negotiated, but their current program provided street medicine to over 2,200 unique individuals in 2020.

The SHS budget further expands investments in safety services for people on the streets by creating ongoing base funding for Portland Street Medicine, as well as for three new multi-disciplinary and multi-agency navigation outreach teams dedicated to working with the people who are in the large number of large encampments that have developed during the pandemic. In addition, the SHS budget funds three new Health Department positions that will specialize in connecting people who are unsheltered or who could exit shelter and make room for others, with recovery services. The ABC team has been providing this kind of barrier removal support to marginalized communities in need of addiction recovery services, but this will be the first capacity focused specifically on people experiencing homelessness. In all cases, the budgets for these teams include flexible funding needed to meet individuals emergent needs.

Finally, the SHS budget includes \$3 million for low-barrier employment opportunities. While still being planned, we expect these employment opportunities to go to a range of people experiencing homelessness, including those living outdoors, in alternative and congregate shelters, providing them with much needed income.

4. Supportive Housing Services

This year's budget includes the initial ongoing and short-term programming of anticipated Metro Supportive Housing Services revenues. Several questions relate to aspects of that budget.

A. Cross-Departmental Collaboration

One area of requested clarification is around the Countywide Coordination program offer, 30400D. This offer includes 3.00 FTE, one each for DCHS, DCJ, and the Health Department, to coordinate Metro Measure implementation across the departments. The program offer also includes the investments found in the table below.

Prog. Name/# or Description	Service	Number Served	FY 2022 Total
30400D - Supportive Housing - Metro Measure Expansion - Countywide Coordination			
Health Department - Law Enforcement Assisted Diversion (LEAD)	Rent Assistance & Program Support	40 Clients/Year	\$70,000
County Human Services - Assertive Engagement Training Expansion	Capacity Building	320 People Trained	\$290,000
Rent Assistance and Case Management for Justice-Involved Adults	Rent Assistance & Case Management	300 Clients/Year	\$500,000

B. Regional Planning

A question seeks clarification on the proposed investment of the \$2.2 million allocation in PO 300003B - Policy, Planning, & Regional Coordination - Metro Measure Expansion. A portion of that funding is allocated to FTE dedicated to advancing regional coordination. The balance represents the remainder of the 5% mandated in the measure for regional coordination activities. Tri-county partners are currently working on various aspects of regional coordination, including procurement/contracting standardization; data collection, reporting, and analysis; and programming, all of which will come with potential costs.

C. Employment

The Board questioned whether the proposed \$3 million allocation to employment opportunities outlined in PO 30700D - COVID-19 Recovery - Employment - Metro Measure Investment - could be expected to be invested in the coming year. We believe so. Program staff are already in discussion with system partners about ways to get this resource out quickly and in coordination with existing employment providers, as well as through leveraging of other investments, such as the City's allocation for trash cleanup and graffiti abatement.

D. Housing Placement

This SHS program offers project an increase in housing placement capacity of 1,300 households, approximately 800 through supportive housing and another 500 through rapid rehousing. The Board requested clarification on the projected timing of those placements.

We expect these placements to begin in the first quarter as planning is already underway for the launch of the Regional Long Term Rental Assistance (RLRA) program, which will be pivotal to beginning to transition people from the streets and shelter into permanent housing. These early placements will leverage existing organizational staff capacity in the system. That said, the combination of the ongoing strain of COVID-19 on our providers and the limits of existing capacity will mean that there will be a progressive ramp-up in placements over the course of the year. We would estimate that 15-20% of the placements will be in the first quarter, 20-25% in the second quarter, and the remaining up to 65% in the balance of the fiscal year.

In addition to timing, clarification was requested on where people who are being placed into housing will be coming from (the streets, sheltered, doubled up etc.). Because we are using SHS funds for the supportive housing placements, those individuals will either need to be experiencing long-term "literal homelessness" - meaning they are unsheltered, in shelter, or sleeping in a place not meant for human habitation - or be "imminently at risk" of long-term literal

homelessness (e.g. an extremely low-income person with a serious disability exiting incarceration or a long-term hospital stay without access to housing). The rapid rehousing placements will be from a wider range of settings, including people who are unsheltered, in shelter, but also those who are unsafely doubled up or who are being diverted from homelessness as they lose access to their current residence.

While it is not possible to say for certain exactly how many people will be coming from which settings, we do know that the year 1 priorities for the expansion of supportive housing placements focus on ACT Team participants who are currently literally homeless (100), people staying in our high-risk motel shelters (200), people who score most highly on our coordinated access list and are therefore currently chronically homeless (100), and placements of veterans and others into new project-based PSH who are also coming off coordinated access, so will also be literally homeless at the time of entry into housing (approx. 200). In addition, we will be using SHS funds to leverage new federal vouchers that require demonstration of chronic homeless status (e.g. VASH).

5. Additional Questions

The Board had a number of other questions less easily organized thematically, so we will address them individually here.

A. Medicaid

The JOHS does not receive Medicaid reimbursement for any of its services currently. We are, however, working with the Health Department, Health Share, and Washington and Clackamas Counties, to determine how we might use expenditures on Medicaid eligible housing related services to seek additional Medicaid match from the federal government. We are also working with the same coalition to explore amendments to the state's Medicaid waiver that would allow for the creation of a Medicaid supportive housing benefit that would allow us to better leverage our current and future SHS funding.

B. Safety Off the Streets Budget

In reviewing our budget presentation, the Board noted two different numbers related to Safety Off the Streets (shelter) investments and requested clarification about how they relate to one another. The \$47.6 million on slide 30 includes \$29.7 million of base Safety off the Streets programming and \$18.4 million of COVID-19 shelter programming - the \$7.55 million for Emergency Shelter Strategic Investment (the shelter capital fund) is shown separately. The \$36.7 million on slide 37 shows the total of what's allocated to Safety off the Streets in our base budget (i.e. excludes COVID-19), so it's the \$29.7 million of base Safety off the Streets programming and the \$7.55 million for shelter capital.

C. American Rescue Plan Act Funding

Although discussed in parts above, a number of questions relate to our use of ARPA funds. There are essentially three areas where County ARPA funds are allocated to the Joint Office: Hygiene, Portland Street Medicine, and Motel Shelter operations. Here is budget breakdown of these investments:

Prog. Name/# or Short Name	Brief Description	FY 2022 ARP Amount	FY 2022 FTE
Ongoing COVID-19 Operations	Continues COVID-19 motel shelters, safety on the streets outreach, and provider support beyond December	\$5,100,000	0.00*
Portland Street Medicine	Engagement with medically complex patients living on the streets, on-site medical care, connection with with primary care, and support for establishment of a relationship with the primary care.	\$175,000	0.00
Expansion of Community led Hygiene Sites	Partnership with community based organizations offering access to hygiene for those who are unsheltered	\$500,000	0.00
County JOHS Total		\$5,775,000	0.00

*Funds limited duration staffing for COVID-10 motel shelters

As described earlier, the ongoing motel shelter operations will be funded in part with County ARP, in part with City ARP and in part through COVID-19 and SHS funds; all together they will keep 410 rooms operational for all of next fiscal year. Portland Street Medicine will add a medical care coordinator in addition to the position funded in our SHS budget, and together they will expand their coordination with the Health Department and the JOHS around critical efforts to vaccinate people experiencing homelessness, and to assist with other initiatives to address communicable disease and homeless healthcare needs. The hygiene services will focus on geographic areas of the County not being served, or served as well, by the City of Portland's current efforts, and will include, at a minimum, portable showers and restrooms.

D. Benefits Recovery

The Board raised a question about the Joint Office's investments in benefits assistance, specifically the Central City Concern program that assists people to apply for long term disability benefits. That program receives about \$972,000 through program offer 30500 - Diversion Services. That program has proven very effective over the years at helping people successfully secure long-term disability benefits. It is, however, only one model. In the development of the Local Implementation Plan, we heard from other community stakeholders about their interest in also providing these services. There is also an unanswered question about the level of unmet demand for any of the models we could be investing in. We, therefore, deferred any decision about expanding funding for benefits recovery to the next phase of planning discussions related to income acquisition and we expect to include this type of work in the next supportive services procurement.

Appendix A - Commissioner Questions

Commissioner Meieran (District 1)

- Does JOHS directly receive, bill for, or otherwise leverage Medicaid/Medicare funds?
- What is the total amount in JOHS dedicated to rent assistance (emergency, short term and long term) across all funding sources?
 - What is the breakdown of each type of rent assistance by funding source (federal, state, SHS, ARPA, County GF, etc)?
 - Why is some rent assistance included in JOHS budget, while other short term/emergency rent assistance is in DCHS?
 - Are there any other county departments that deploy rent assistance of any type? If so, how much and how is this coordinated with JOHS and/or DCHS?
- What is the total number of existing adult shelter beds across all types?
 - How many adult and youth shelter beds will be added in the proposed budget?
 - Of the additional beds, what is the breakdown by type (motel, congregate shelter, alternative shelter)?
 - Including any anticipated closures/reductions, what is the net gain of shelter beds?
- Safety off the Streets - Alternative Shelter for Adults (#30202):
 - Where is FTE/staffing support (e.g. program/project management) for alternative shelters accounted for in JOHS budget?
 - What types of services are provided to the 188 people served annually?
 - What are the outcomes for the enhanced transition services provided to participants at Dignity Village and St Johns Village?
 - The program offer refers to funding to “assist in the development of new shelter options.” Can you describe what new options this is referring to, and how/if this relates to the RFPQ process?
- Emergency Shelter Strategic Investments (#30208A and #30208B): please provide more detailed breakdown of what the \$7.505M total in these two program offers will fund
- Motel shelter: please provide an overview of current motel shelters (capacity, cost)

- What is the plan for each of the motel facilities we currently use? (sale, return to property owner, convert to SRO/ongoing shelter, etc)
- Supportive Housing - Behavioral Health/Medical Housing - Metro Measure Expansion (#30401B): How is the \$3M total in this program offer split across the four specific programs listed?
- Safety on the Streets (#30210): this program offer includes outreach, hygiene, trash collection, and other survival-related services. Is this the primary program offer, or are there any other areas where we are investing SHS funding, County GF, or other funds in these types of services?
- Supportive Housing - Metro Measure Expansion - Countywide Coordination (#30400D): in addition to the 3FTE at \$456,000, what specifically will the \$873,383 in contractual services be used for?
- Supportive Housing - Behavioral Health/Medical Housing - Service Coordination Team (#30401C): why has this program moved into the JOHS budget? Is this in addition to the existing PPB budget for SCT?
- Policy, Planning, & Regional Coordination - Metro Measure Expansion (#300003B): in addition to the FTE investment, please outline what the \$2.2M in contractual services will purchase.
- COVID-19 Recovery - Employment - Metro Measure Investment (#30700D): \$3M is a significant investment, and the program offer notes that further program development is needed. Will we be able to deploy this significant level of resource in FY22?
- In Program Offer #30500 - Diversion Services, how much funding is dedicated to benefit assistance (BEST program)? Does the program have a waitlist, and/or does JOHS have a different gauge of unmet need for SSI/SSD benefits acquisition?

Commissioner Jayapal (District 2)

- The budget shows 1,300 housing placements through a combination of PSH and RRH. What is the timeline for those placements? For example, how many placements do you anticipate per FY quarter?
- Will all of those housing placements be people moving out of emergency shelter and/or off the streets? Or will some be placements of people who are unstably housed/imminently at risk of losing their housing? If the latter, what's the number of placements from emergency shelter/streets?
- What was the set up/capital cost per bed of the C3PO sites?
- What is the average annual cost per bed of the C3PO sites, divided into physical operating costs of the camps and service costs?

- What was the set up/capital cost for the St Johns Village? What is its annual operating cost per bed?
- Please provide more detail on the ARP item for \$675K for Portland Street Medicine and hygiene services. How many additional people would be served with street medicine, and how many with hygiene services? What are the hygiene services, and which partners now provide those services?
- How does the \$47.6 mm for Safety off/on the Streets on slide 30 tie with the \$36.7 mm shown on slide 37?

Commissioner Vega Pederson (District 3)

- How many people does JOHS anticipate being able to serve with the new American Rescue Plan funding?