

Emergency Homelessness Response | Quarterly Report

Feb. 2, 2024





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Introduction

Oregon's severe shortage of affordable housing has resulted in a significant increase in unsheltered homelessness across the state. This humanitarian crisis affects individuals and families who cannot keep up with the rising costs of living, stagnant wages, and personal hardships. The COVID-19 Pandemic only exacerbated the underlying structural factors that drove homelessness in Oregon. Unfortunately, more people, especially communities of color, people with disabilities, and those who live in rural communities, are falling into homelessness than ever before.

Every investment we have made or will make toward decreasing unsheltered homelessness is tied to the long-term health of our state. The rising disparities in who experiences housing instability and homelessness have caused leaders across Oregon to reevaluate our approaches to serving those in need and invest in strategies designed by the communities who are most impacted, rather than one-size-fits-all approaches that have failed to turn the tide on the persistent disparities in our system, especially amongst communities of color.

On her first full day in office, Governor Tina Kotek issued three Executive Orders to address homelessness and housing instability and their root cause: housing affordability. [Executive Order \(EO\) 23-02](#) declared a state of emergency in Continuum of Care regions, which had increased unsheltered homelessness by 50% or greater since 2017.

In alignment with the Executive Orders, Governor Kotek also proposed three actionable goals to be achieved by Jan. 10, 2024:

1. Prevent 8,750 households from becoming homeless statewide.
2. Add 600 low-barrier shelter beds in emergency areas.
3. Rehouse at least 1,200 unsheltered households in emergency areas.

Oregon Housing and Community Services (OHCS) and Oregon Department of Emergency Management (ODEM) began planning the Emergency Homelessness Response immediately by hosting listening sessions in each region identified in EO 23-02. These sessions allowed the agencies to share information with local partners, answer questions about the Executive Order, and, most importantly, hear about the local community's concerns and challenges.

Several statewide themes emerged from the listening sessions related to the financial aspect of the executive order, including barriers related to procurement, the timing of funding delivery, the need for long-term investments, administrative costs, and the need for flexible funds to cover the costs of the service delivery organizations. Communities wanted to build on what works locally and shared the urgent need for more behavioral health and wraparound services.

The Oregon State Legislature acted swiftly in partnership with Governor Kotek. It passed [House Bill 5019](#) and [House Bill 2001](#) to fund and support the emergency response efforts outlined in Executive Order 23-02, in addition to supporting emergency response efforts in regions not included in the original emergency declaration.

Through concerted, focused efforts from state and local government, as well as the critical service delivery partners throughout the state, **preliminary** data shows that in the past year, 1,047 low-barrier shelter beds were created, surpassing the original goal by 447 beds (175%); 1,828 households experiencing unsheltered homelessness were rehoused, exceeding the original goal by 628 households (152%); and 8,993 households were prevented from experiencing homelessness, exceeding the original goal by 243 households (103%). **Final data for EO 23-02's outcomes will be available in February.**

On Jan. 9, 2024, Governor Kotek signed [Executive Order \(EO\) 24-02](#) to maintain the added capacity to the state's shelter system and expand goals to rehouse and prevent homelessness for additional households. OHCS and ODEM will develop measurable outcomes for the new executive order in collaboration with local communities. The goals will be based on local needs and capacity and announced by the end of February.

Website and Data Dashboard

OHCS' [Emergency Homelessness Response website](#) includes an interactive data dashboard that displays progress on Oregon's Emergency Homelessness Response goals. The website provides access to data, progress updates, information for landlords on how to get involved with local efforts, and other information related to the effort. A Spanish version of the website is currently being developed, and information about Executive Order 24-02, including new goals, will be posted by the end of February.

The interactive data dashboard allows OHCS and local communities to demonstrate progress on Oregon's Emergency Homelessness Response goals. The dashboard does not display real-time data, but activities performed before the present month. For example, in January, OHCS published progress toward the goal through November 2023.

Local regions shared the prior month's data with OHCS on the 20th of each month. Upon receipt, the Homeless Management Information System (HMIS) and Research Division staff review the data to ensure accuracy.

OHCS updates the public dashboard on the 15th of each month after allowing ample time for all reports to be reviewed for completeness and accuracy. OHCS aims to publish the final update for the work done under EO 23-02 on the dashboard on Feb. 15, 2024. Of note, the data in this report is subject to change because local providers have until Feb. 5, 2024 to confirm all final data from the entire EO reporting period.

Local Planning Groups and MAC groups across the Balance of State have developed plans that include their individual measurable goals, which will collectively accomplish two specific outcomes by June 30, 2025:

- Create 100 shelter beds
- Rehouse 450 households

OHCS expects the first data submissions from Local Planning groups and MAC groups on Feb. 20, 2024. In March, the agency hopes to launch a separate dashboard that displays the Local Planning Groups' progress.

Technical Assistance

OHCS has contracted with a dedicated team of experts at [ICF International, Inc.](#), a global consulting and technology services company that provides various services, including strategic planning, management, marketing, and analytics. This partnership has expanded state capacity and ensured partners received the support and guidance needed to meet their goals around unsheltered homelessness. This strategic partnership continues to bring expertise to local communities, equipping statewide partners with specialized knowledge and insight. The collaboration demonstrates a firm commitment to finding innovative solutions that support communities' local challenges.

ICF has deployed direct technical assistance (TA) experts to each of the MAC groups, including the five regions named in EO 23-02 and three counties that declared local states of emergency and established MAC Groups, ensuring they have had rapid access to a wealth of knowledge about the Emergency Homelessness Response as well as innovative practices related to homelessness response. Throughout the past year, they provided on-the-ground training and support, webinars, trainings, consultations, and strategic development for all MAC groups to ensure the best operational support possible.

To date, the TA team has provided direct guidance to communities across Oregon on topics including the following:

- Development of master leasing and block leasing programs
- Homeless services staffing capacity building guidance
- Detailed training on best practice provision of rapid rehousing programs
- Development of local landlord engagement strategies to increase housing available to people experiencing homelessness
- Strategic guidance on building collaboration between public, private, and philanthropic homeless services funders
- Strategic investment planning for various public and private funding streams
- Development of a flexible “barrier buster” fund to help quickly move people from homelessness to permanent housing
- Supporting design and planning for the conversion of a motel for use as housing units
- Supporting design of a peer specialist program specific to homeless services activities
- Guidance and coaching on housing-focused street outreach practices

In addition to these topics, OHCS and ICF continue to hear requests for training on topics such as the following:

- Rapid rehousing case management training
- Best practices in Coordinated Entry and maintaining a by-name list of people experiencing homelessness locally
- Racial equity and authentic engagement of people with lived experience of homelessness

OHCS staff will continue to conduct monthly MAC Group Lead Office Hours to ensure leaders across Oregon have peer support, input on policy direction, engagements in critical conversations with OHCS staff, and any technical assistance needed to maintain the work done under EO 23-02.

In August, OHCS launched an ICF-led technical assistance webinar series open to every community involved in the emergency homelessness response. They conduct monthly webinars on critical topics, ranging from shelter best practices to landlord recruitment and engagement. Please see the list below of previous and upcoming webinars:

- 8/23/23 - Landlord Engagement
- 9/27/23 - Rapid Rehousing
- 10/25/23 – Housing-Focused Emergency Shelter
- 11/29/23 – Housing-Focused Encampment Resolution
- 1/24/24 – Housing-Focused Street Outreach
- 2/28/24 - Partnering with Indigenous Peoples, Native Hawaiians, Pacific Islanders, Tribal Nations, and Tribal Entities
- 3/27/24 - Staffing capacity

OHCS continues to partner with the global nonprofit [REInstitute](#), which offers TA support through their Oregon 100-Day Challenge on Homelessness. Through the 100-Day Challenge, REInstitute works with communities to examine local barriers and system challenges that can impact homelessness in their region. Three regions from the Balance of State are participating in the challenge as the first cohort. The second cohort will be from the EO region and is still under development. REInstitute held three workshops the week of Jan. 15 and will hold a workshop this spring for partners to dive into system design. These workshops provide a space to create solutions for housing barriers identified by the participating communities.

In total, including non-emergency response work, OHCS' contract with ICF can support up to \$1 million in technical assistance to Oregon service providers and homelessness response leaders. REInstitute provides their services with a total not-to-exceed contract amount of \$500,000. These agreements both span across the 2021-2023 Biennium into the 2023-2025 Biennium and are therefore being paid out of funds available from the Biennium in which the services occurred.

Rural needs are a critical aspect of this project, and OHCS recognizes the uniqueness of providing technical assistance in communities across Oregon. OHCS is partnering directly with the Rural Oregon Continuum of Care through a capacity-building grant. This grant will help build ROCC's internal ability to provide critical technical assistance to communities across the Balance of State. The agreement was finalized in late 2023.

Executive Order (EO) 23-02 and 23-09 regions

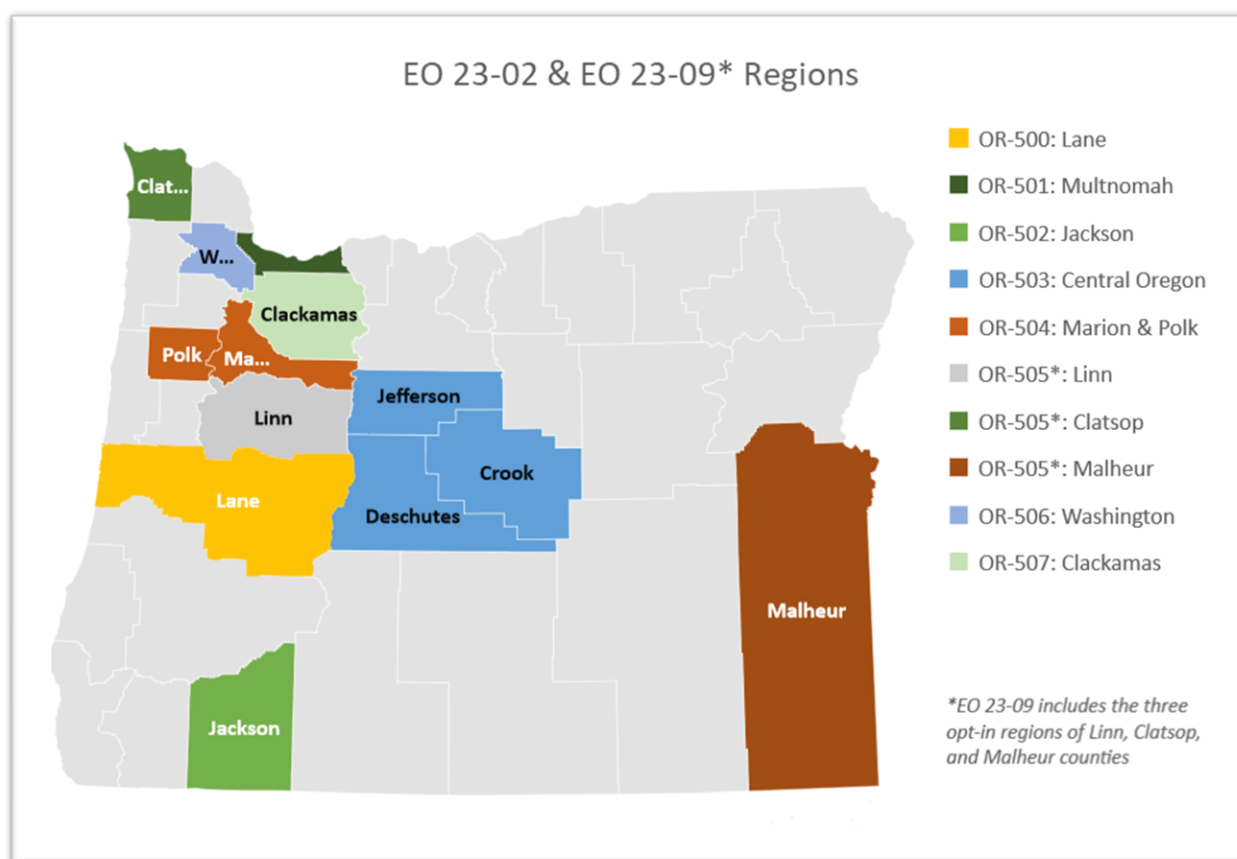
EO 23-02 declared a state of emergency due to homelessness in regions of the state that had experienced an increase in unsheltered homelessness of 50% or more from 2017 to 2022:

- Metro region Continuums of Care ¹ (50.4%)
- Central Oregon (86%)
- Eugene, Springfield/Lane County (110%)
- Medford, Ashland/Jackson County (132%) and
- Salem/Marion, Polk Counties (150%)

EO 23-09 expanded this declaration of emergency to include regions who have demonstrated: (1) an unsheltered population of 30 households or greater in 2022; and (2) either an increase in unsheltered homelessness of 50% or more from 2017 to 2022, or a rate of unsheltered homelessness in 2022 of 80% or greater. The three opt-in regions included in EO 23-09 are:

- Clatsop County (99% rate of unsheltered homelessness in 2022)
- Linn County (104% increase in unsheltered homelessness from 2017 to 2022)
- Malheur County (83% rate of unsheltered homelessness in 2022)

¹ Portland, Gresham/Multnomah; Hillsboro, Beaverton/Washington County; and Clackamas County Continuums of Care.



Emergency Response Structure

Following the emergency declaration, ODEM and OHCS worked with each Continuum of Care (CoC) region to establish Multi-Agency Coordination (MAC) groups. MAC groups were critical to ensuring standardized strategies and processes in each region while supporting local coordination and decision. MAC groups allowed Oregon to respond to this emergency with a data-driven approach, prioritize support to higher-acuity community members, and track outcomes across regions.

The counties within the Portland Metro region created individual MAC groups, and representatives from those groups met regularly to ensure coordination throughout the Metro area. Additionally, OHCS and ODEM continue to meet with MAC leads monthly during office hours and a recurring Challenges and Barriers meeting to continue supporting local efforts.

Members of MAC groups include, but are not limited to:

- Local jurisdictions (homelessness and emergency management staff)
- Public housing authorities
- Local homelessness agencies
- Rapid rehousing service providers
- Shelter developer/operators
- Landlord associations
- Behavioral Health providers

MAC groups created community plans that outlined their region's goals for rehousing and creating new shelter beds. Throughout the emergency response, MAC groups worked continuously with OHCS and ODEM toward meeting their established goals. The MAC groups will continue working together throughout the Governor's new Executive Order 24-02.

Funding Awarded

Thanks to the commitment of the Oregon Legislature and Governor Kotek, with input from stakeholders on both sides of the aisle, House Bill 5019 appropriated \$85.2 million to original emergency areas to meet specific shelter and rehousing goals.

House Bill 5019 required OHCS to set aside \$3 million for the [Housing Choice Landlord Guarantee Program](#) to ensure that landlords and prospective tenants participating in rehousing efforts could benefit from the program's expansion via [House Bill 3417](#). OHCS also set aside an additional \$3 million for a flexible funding pool to ensure the Emergency Homelessness Response goals were met. After assessing the highest needs to determine the best use for those funds, OHCS allocated \$1.9 million to support additional rehousing efforts for regions identified as having the capacity to exceed their rehousing goals before Jan. 10, 2024. These allocations are as follows:

- Jackson County received \$1,117,607 to rehouse an additional 67 households;
- Clatsop County (opt-in region) received \$354,581 to rehouse an additional nine households;
- Linn County (opt-in region) received \$177,812 to rehouse an additional nine households;
- Malheur County (opt-in region) received \$250,000 to rehouse an additional nine households.

The remaining \$1.1 million of the flexible spending pool has yet to be allocated, and conversations continue with Central Oregon to determine the region's emergent shelter funding needs. OHCS will provide more information about this project's development in the next Quarterly Report.

The table below summarizes funding allocated to each Continuum of Care to meet specific shelter and rehousing goals in their region:

Region	Final Allocation
OR-500 - Eugene/Springfield/Lane County CoC	\$15,514,697
OR-501 - Portland/Gresham/Multnomah County CoC	\$15,488,728
OR-502 - Medford, Ashland/Jackson County CoC	\$9,920,293
OR-503 - Central Oregon CoC	\$14,724,565
OR-504 - Salem/Marion, Polk Counties CoC	\$11,260,019
OR-506 - Hillsboro/Beaverton/Washington County CoC	\$7,994,011
OR-507 - Clackamas County CoC	\$5,415,294
Total	\$80,317,607

The final funding amounts distributed to the regions named in the executive order took into consideration many factors, including the available appropriation, funding requests, details laid out in the community plans, an assessment of readiness to achieve the goals, and a detailed funding formula that took unsheltered homelessness, poverty, and severe rent burden of low-income households into account. OHCS allocated all funds to MAC Groups, who identified providers and subgrantees to support the work. Please see the Appendix for a list of subgrantee information for each MAC Group.

Increasing Shelter Capacity

According to national data, Oregon has historically had a high rate of unsheltered homelessness. The 2023 Annual Homelessness Assessment Report to Congress states that Oregon has the second highest rate of unsheltered homelessness, surpassed only by California. Before the implementation of EO 23-02, an estimated 20,110 people were experiencing homelessness in Oregon, with just 6,168 year-round shelter beds to serve them, according to the 2023 Oregon Point-In-Time (PIT) Count. This was an increase in year-round shelter beds from the data that informed the 2019 Statewide Shelter Study, which found 4,174 emergency shelter beds across the state. Oregon also saw a greater increase in homelessness during the same period. To begin addressing this problem, Oregon's Emergency Homelessness Response invested in shelter capacity by aiming to add 600 new shelter beds across the regions named in EO 23-02 before Jan. 10, 2024. The state significantly exceeded this goal, adding critical capacity to the system.

Shelter Goals and Reporting

The table below shows each Continuum of Care region's shelter bed creation goal and their progress toward meeting that goal as of Jan. 10, 2024:

Region	Shelter Bed Creation Goal	Shelter Beds Created by 1/10/2024
OR-500 - Eugene/Springfield/Lane County CoC	230	277
OR-501 - Portland/Gresham/Multnomah County CoC	140	160
OR-502 - Medford, Ashland/Jackson County CoC	67	123
OR-503 - Central Oregon CoC	111	183
OR-504 - Salem/Marion, Polk Counties CoC	79	90
OR-506 - Hillsboro/Beaverton/Washington County CoC	61	214
OR-507 - Clackamas County CoC*	-	-
Total	688	1,047

**The state did not award shelter funds to Clackamas County. Please note that this table reflects the number of new beds added by Jan. 10, 2024. Additional beds will come online in the coming months and are not reflected in the table.*

Throughout the emergency response, OHCS tracked shelter bed creation goals using a reporting process known as the Housing Inventory County (HIC) report. MAC groups provided this report to OHCS every month to measure progress on the goals compared with the timeline in their community plan. OHCS collaborated with communities throughout the shelter development process, identifying and implementing specific steps for establishing new shelters.

The work that went into achieving the shelter goals required significant effort from local communities, and OHCS remains committed to providing CoCs continuing access to workshops, office hours, and individualized support as needed.

*"Angie" was facing multiple medical challenges while being unhoused and struggling with diabetes. She is **excited to have secured safe and stable housing and is grateful for being treated with kindness and respect and as a neighbor by everyone, from community partners to the construction crew. This has given her immense hope for the future, as she now has access to the housing and resources necessary to stabilize her medical needs. In addition, her dreams of going to college are once again a possibility.***

– Jackson County

Rehousing

Homelessness is, at its root, caused by the lack of housing that is affordable. An effective and compassionate response at a systems level must devote significant attention and resources to securing housing placements for those living outside and supporting those households to maintain their housing through several types of assistance. With this in mind, Oregon's Emergency Homelessness Response aimed to rehouse 1,200 households within regions designated in EO 23-02.

Rapid Rehousing services provide a range of critical supports for people experiencing homelessness, helping them secure and maintain stable housing. These services address immediate housing needs and the underlying factors contributing to homelessness. Here are some of the key services provided in a Rapid Rehousing program:

1. **Housing search assistance:** Case managers or housing specialists work closely with individuals to identify suitable housing options, navigate the rental market, and secure safe and affordable housing. They may provide resources, guidance, and advocacy to help individuals find and secure housing quickly. OHCS also allows services to be utilized for Block Leasing strategies to secure multiple units from a single housing provider.
2. **Financial assistance:** Rapid Rehousing programs offer short-term financial aid to cover move-in costs, rental deposits, and ongoing rental assistance. This financial

support aims to bridge the gap between homelessness and housing stability, ensuring that those rehoused can afford their new housing and avoid eviction.

3. **Case management:** Case managers provide personalized support and assistance tailored to a person's individual needs. They help clients develop and implement a personalized housing stability plan, connect them with necessary resources and services, and address any barriers hindering housing stability.
4. **Mediation and landlord liaison:** Case managers may serve as mediators between tenants and landlords, helping to resolve conflicts, negotiate lease agreements, and advocate for the rights of people experiencing homelessness. They may also maintain relationships with landlords and property owners to secure housing opportunities for program participants.
5. **Supportive services:** Rapid Rehousing programs offer access to a range of supportive services, including mental health counseling, substance abuse treatment, employment assistance, life skills training, and budgeting support. These services aim to address underlying challenges and promote long-term stability.
6. **Follow-up support:** Rapid Rehousing programs typically provide ongoing support and follow-up to ensure housing stability even after someone secures housing. Support may include periodic check-ins, assistance with maintaining rent payments, and access to additional resources if needed.

Rapid rehousing programs provide comprehensive support by combining housing assistance, financial aid, case management, supportive services, and ongoing follow-up, empowering people experiencing homelessness to transition into stable housing and rebuild their lives.

Landlord engagement and ensuring unit access are pivotal in effectively addressing and ending homelessness. By actively involving landlords in the process, communities can expand the availability of affordable housing options for individuals and families experiencing homelessness. Landlords participating in housing programs and initiatives designed to combat homelessness create stable and supportive environments by providing access to units that meet the specific needs of individuals and families seeking housing. Their involvement is vital to increasing housing availability and helps break down barriers and stigmas associated with homelessness. Through landlord engagement, communities can build stronger partnerships, foster understanding, and develop innovative solutions that empower individuals to transition out of homelessness and into safe, permanent housing. Collaboration between landlords, local Continuums of Care and Local Planning Groups, and social service organizations is crucial in establishing a comprehensive approach that addresses the root causes of homelessness, ensures access to suitable housing units, and provides sustainable solutions for all those affected. For example, Lane County surveyed landlords to better understand opportunities to engage with them and their challenges. Clackamas County pays for renters' insurance for rehoused households as part of the effort to build successful relationships with landlords.

[House Bill 3417 \(2023\)](#) expanded the [Housing Choice Landlord Guarantee Program](#) (HCLGP) to extend eligibility to landlords who have rehoused individuals as part of the emergency response effort after Jan. 10, 2023. This expansion has officially launched, and landlords can access program funds. The Landlord Guarantee Program pays up to \$5,000 to cover unpaid rent and property damage caused due to or during a tenant’s occupancy. OHCS has filed permanent rules with the Secretary of State Office for the program expansion.

OHCS has implemented landlord engagement efforts with MAC and Local Planning Group leads and will continue engaging with regions to operationalize this further. Additionally, OHCS is partnering with ICF to hold bi-weekly Landlord Engagement Workgroups. The workgroups problem-solve and brainstorm strategies to support regions with unit access and landlord relationship building. In coordination with MAC Groups, a landlord engagement

point of contact was identified for each region. This information can be found on the [landlord engagement page of the Emergency Homelessness Response website](#), and it is being used to cultivate relationships between interested landlords and their local regional contacts. On Dec. 15, 2023, OHCS collaborated with the Governor’s Office and Multi Family NW to put forward a call to action from the Governor to landlords, requesting their involvement in the emergency response’s rehousing efforts and directing them to the webpage referenced above. Additionally, Multi Family Northwest and OHCS held a joint webinar to discuss the EO with landlords in their network.

Rehousing Goals and Reporting

As of Jan. 10, 2024, formal reporting confirms that the goal of rehousing 1200 households in the original seven emergency order regions has been surpassed. The table below shows the reporting from local communities for the final figures:

Region	Rehousing Goal	Households Rehoused by 1/10/24
OR-500 - Eugene/Springfield/Lane County CoC	247	327
OR-501 - Portland/Gresham/Multnomah County CoC	186	248
OR-502 - Medford, Ashland/Jackson County CoC	200	336
OR-503 - Central Oregon CoC	186	239
OR-504 - Salem/Marion, Polk Counties CoC	182	233
OR-506 - Hillsboro/Beaverton/Washington County CoC	121	250
OR-507 - Clackamas County CoC*	170	195*
Total	1,292	1,828**

** Due to the requirement to segregate data for Victim Service Providers (VSP’s), the dashboard will only display information from non-VSP’s; however, the total estimated rehousing placement for Clackamas County is 195.*

*** Regions have until Feb. 5, 2024, to submit final reports for rehousing data; totals may update accordingly.*

OHCS closely monitored and regularly conversed with all MAC groups about their progress, including barriers to completing services. Providers continue to report that one of the main challenges remains the availability of units to place people experiencing homelessness into. OHCS ensured best practices related to unit access were available through technical assistance partners at ICF. Each community received technical assistance and support to improve the pace at which they placed households into permanent housing. OHCS had ongoing conversations with each community that was behind to discuss their progress on the goals compared to the timeline laid out in their community plan.

Rural Oregon Continuum of Care

With the passage of House Bill 5019 and House Bill 2001, OHCS received direction to address homelessness in the [Rural Oregon Continuum of Care](#) (ROCC), also known as the Balance of State, with \$26.135 million in funding during the 2023-2025 biennium. This funding must be used to create 100 shelter beds and rehouse 450 households by June 30, 2025.

Local Planning Groups

When allocating similar homeless services funding, OHCS historically funded Community Action Agencies (CAAs) throughout the Balance of State. Seeing an opportunity to engage



additional providers and increase coordination at the local level, OHCS opted to require the establishment of Local Planning Groups throughout all geographic regions of the Balance of State. Opt-in regions within the Balance of State through EO 23-09, Clatsop County, Linn County, and Malheur County, had previously established MAC Groups, and are reflected in the EO 23-02 and EO 23-09 regional map on page 3.

Local communities divided themselves into Local Planning Groups (LPGs) with designated leads to build consensus and approach planning equitably and efficiently. The Local Planning Groups also include [House Bill 4123](#) (2022) Pilot Communities.

To support this effort, OHCS contracted with the Community Action Partnership of Oregon (CAPO), the fiscal agent for the ROCC, to expand its ability to provide robust data tracking and outcome reporting for the new providers and programs that this investment will create.

OHCS utilized the House Bill 5019 budget report, provider feedback, and lessons learned from previous funding structures to divide the funding process into two main parts. This approach ensured that each community across the Balance of State received funding and allowed OHCS to select the most viable and robust projects for shelter funding to ensure that they could meet the goal of increasing the number of shelter beds in the Balance of State. This dual funding approach included:

1. Formula funding tied to rehousing goals for each Local Planning Group (LPG) or MAC Group (in the case of the three opt-in regions);
2. Competitive funding to support shelter bed creation.

Funding Awarded

OHCS received 29 shelter proposals, with a total funding request of \$37,185,598, an amount exceeding the total Balance of State allocation amount of \$26.1 million. To be responsive to community feedback and critical data about the pressing need for more

shelters, OHCS consulted with Governor Kotek, and the decision was made to increase the proportion of House Bill 5019 funding allocated towards shelter projects. Due to increased

Local Planning Groups (LPGs)	Regions of Oregon
<ul style="list-style-type: none"> • Coos County • Curry County • Lincoln County • Tillamook County 	Coastal <i>4 LPGs</i> <i>4 Counties</i>
<ul style="list-style-type: none"> • Harney County • Umatilla, Morrow, Wheeler, and Gilliam Counties • Wallowa, Union, Baker, and Grant Counties 	Eastern <i>3 LPGs</i> <i>9 Counties</i>
<ul style="list-style-type: none"> • Douglas County • Josephine County • Klamath-Lake Counties 	Southern <i>3 LPGs</i> <i>4 Counties</i>
<ul style="list-style-type: none"> • Benton County • Columbia County • Yamhill County 	Northwest <i>3 LPGs</i> <i>3 Counties</i>
<ul style="list-style-type: none"> • Hood River, Wasco, and Sherman Counties 	Mid-Columbia <i>1 LPG</i> <i>3 Counties</i>

funding directed towards shelter needs, there was a decrease in available funds for rapid rehousing. Over \$18 million was distributed for rapid rehousing across the Balance of State.

After careful consideration, OHCS identified eleven high-impact shelter plans across ten communities to fund. Factors considered in the decision-making process included geographic diversity, shelter readiness, and the reduction of disparities and/or alignment with serving with local community-identified subpopulations.

Every community across the Balance of State received funding to rehouse a specific number of households and provide support for street outreach costs and other critical homeless services response funds such as sanitation services. Moreover, OHCS is providing flexibility to local communities to utilize the formula funds for shelter creation if the community still commits to rehousing the number of households assigned by the formula. Local flexibility, outcomes-oriented accountability metrics, and data-driven prioritization are all critical aspects of this program.

OHCS provided Local Planning Groups that were not awarded shelter funds with the opportunity to utilize formula funds for shelter projects on the condition that they meet their rehousing goal. OHCS staff arranged planning meetings with the groups that were interested in this option.



OHCS completed the agreements with Balance of State communities as quickly as possible to ensure they could begin the work immediately. OHCS has already started holding monthly office hours with LPGs until the end of the 2023-25 biennium. This space will ensure community leaders have the ongoing support they need to succeed. The first Office Hours for the Balance of State was held on Dec. 18, 2023, to provide an overview of program requirements, including reviewing low-barrier and habitability requirements and eligible expenses and elaborating on the reporting requirements discussed at the November 2023 HMIS training sessions. In addition to office hours, OHCS staff have regularly met with Balance of State communities to offer support, guidance, and collaborative problem-solving as they work to meet their community's goals by June 30, 2025.

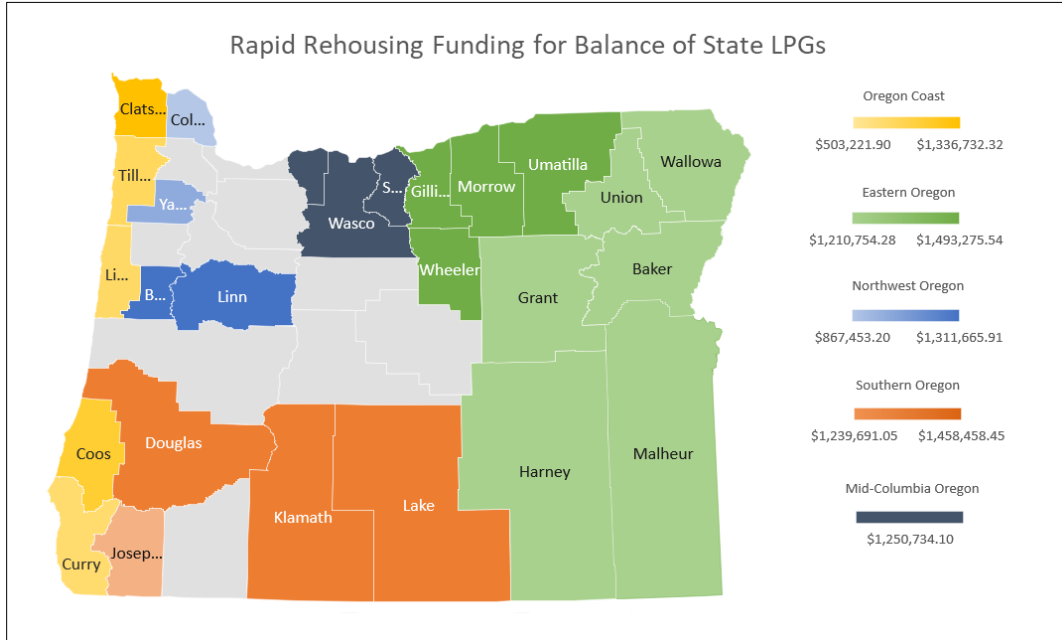
In September 2023, OHCS released the funding allocations and associated goals for Balance of State communities outlined in the table below:

Balance of State Communities	Shelter Bed Creation Goal	Shelter Allocation	Rehousing Goal	Rehousing Allocation
Benton County	50	\$1,175,224	31	\$1,266,459
Clatsop County	22	\$1,250,000	42**	\$1,691,313**
Clatsop County	58	\$1,250,000	---	---
Columbia County (CAT)	0	---	20	\$867,453
Coos County	8	\$642,020	32	\$1,285,799
Curry County	0	---	14	\$594,904
Douglas County (UCAN)	0	---	34	\$1,423,672
Hood River, Wasco, and Sherman Counties	34	\$664,278	29	\$1,250,734
Josephine County (UCAN)	16	\$799,029	31	\$1,239,691
Klamath, Lake Counties (KLCAS)	0	---	38	\$1,458,458
Lincoln County	70	\$193,954	16	\$662,225
Linn County	106*	\$1,417,268*	41**	\$1,489,478**
Malheur-Harney County	32*	\$750,000*	43**	\$1,520,412**
Tillamook County	20	\$266,183	12	\$503,222
Umatilla, Morrow, Wheeler, and Gilliam Counties (CAPECO)	25	\$627,200	40	\$1,493,276
Wallowa, Union, Baker, and Grant Counties (CCNO)	0	---	33	\$1,210,754
Yamhill County (YCAP)	14	\$378,000	21	\$946,386
Total	455	\$9,413,156	477	\$18,904,237

* Two opt-in regions, Linn and Malheur-Harney Counties received \$750,000 each from SB 5511 funding to support their increased shelter needs. This increased Linn County's HB 5019 shelter investments from \$667,268 for 30 new shelter beds to \$1,417,268 for 106 new beds. Malheur-Harney, who had not received shelter funds from HB 5019, increased shelter investments to \$750,000 for 32 new shelter beds for Malheur County. While the above table primarily reflects HB 5019 funds, the described allocations from SB 5511 are included.

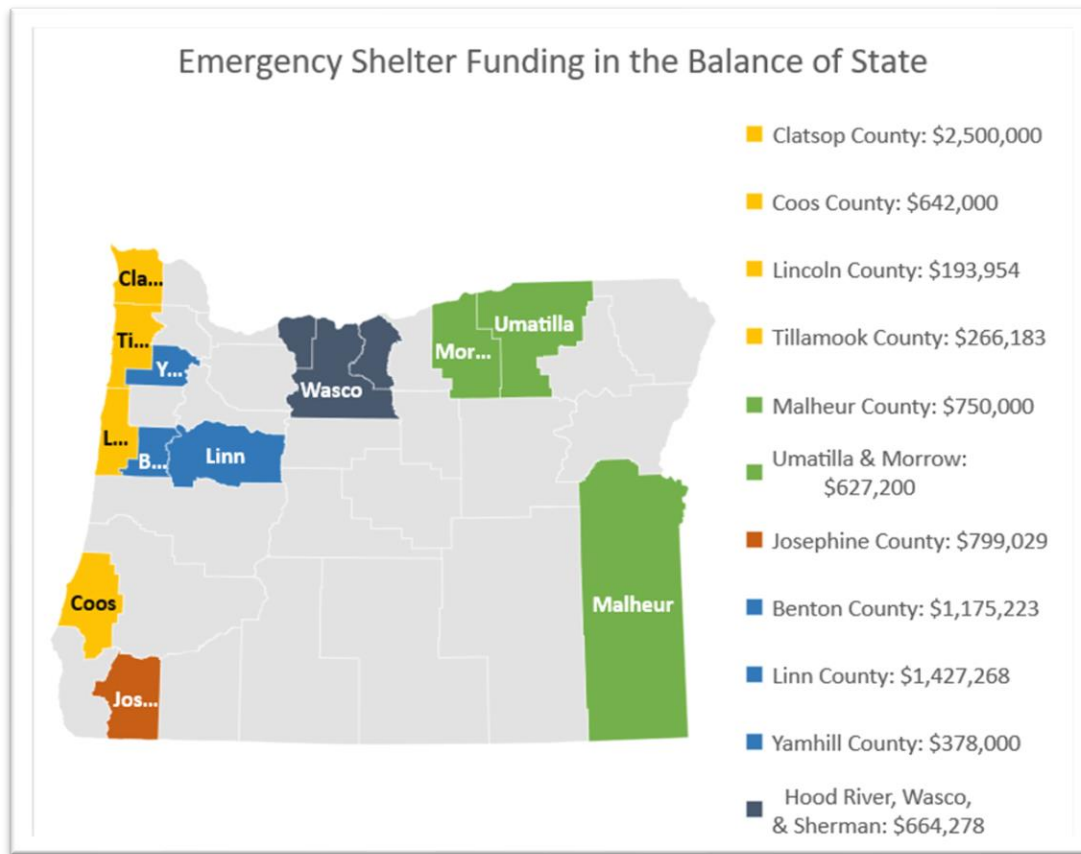
** In addition, all three opt-in communities, Clatsop, Linn, and Malheur-Harney Counties, received a collective total of \$782,393 to rehouse an additional 27 households above and beyond their original rehousing goals, to be completed prior to Jan. 10, 2024. These additional households and rehousing allocations are reflected in the above table.

The map below shows the Local Planning Groups and MAC groups comprised of 26 counties in the Balance of State. The table below shows the respective funding amounts for the five geographic regions for Rapid Rehousing work.



Region	Rapid Rehousing Allocations
Coastal Oregon	\$4,737,462.76
Eastern Oregon	\$4,224,442.29
Southern Oregon	\$4,121,821.87
Northwest Oregon	\$4,569,775.98
Mid-Columbia Oregon	\$1,250,734.10
Total BoS Rapid Rehousing Funding	\$18,904,237.00

The map on the following page shows the ten Balance of State communities awarded funding for 11 emergency shelter projects serving 13 counties across the Balance of State. The key to the right of the map lists the counties served, the shelter project, and the funding awarded. The respective funding amounts to the five geographic regions for Emergency Shelter work are shown in the map and table below.



Region	Emergency Shelter Allocations
Coastal Oregon	\$3,602,157
Eastern Oregon	\$1,377,200
Southern Oregon	\$799,029
Northwest Oregon	\$2,970,492
Mid-Columbia Oregon	\$664,277
Total BoS Emergency Shelter Funding	\$9,413,156

Statewide Homelessness Prevention

Preventing an individual or family from losing their home is the most cost-effective approach to addressing and reducing homelessness. [House Bill 5019](#) allocated a total of \$33.6 million to support homelessness prevention efforts, to be deployed through two pre-existing programs: 80% of funding delivered through the Oregon Eviction Diversion and Prevention (ORE-DAP) program and 20% through the Eviction Prevention Rapid Response (EPRR) program. These resources were deployed statewide to prevent 8,750 households from becoming homeless by funding rent assistance and other eviction prevention services.

Oregon Eviction Diversion and Prevention Program (ORE-DAP)

ORE-DAP assists Oregonians with low incomes at risk of eviction or homelessness. This program was launched in 2021 and is administered statewide by Community Action Agencies (CAAs). Through ORE-DAP, CAAs and/or their subgrantees provide local rental assistance while partnering with providers of other critical eviction and housing-related resources, such as legal services and other wraparound interventions, to support households facing eviction.

ORE-DAP grantees were expected to prevent evictions for 7,000 Oregonians, or 80% of Oregon's Emergency Homelessness Response total prevention goal. ORE-DAP providers have reported to OHCS through the Homeless Management Information System (HMIS) that they have successfully prevented homelessness by providing an eviction prevention intervention for 7,378 households. OHCS closely monitored performance measures and household services and provided technical assistance and support to ensure accountability.

ORE-DAP Goals and Reporting

The table below outlines the funding allocated to each CAA, their corresponding homelessness prevention goal, and the number of evictions prevented through Jan. 10, 2024

Community Action Agency (CAA)	Service Area	ORE-DAP Total Allocation	Prevention Goal	Households Served by 1/10/2024
ACCESS	Jackson	\$1,479,412	385	412
Community Action Organization (CAO)	Washington	\$2,584,964	673	721
Community Action Partnership of East Central Oregon (CAPECO)	Umatilla, Gilliam, Morrow, and Wheeler	\$459,476	120	163
Community Action Team (CAT)	Clatsop, Columbia, and Tillamook	\$742,181	193	294
Community Connection of NE Oregon (CCNO)	Baker, Grant, Union, and Wallowa	\$359,479	94	125
Clackamas County Social Services (CCSD)	Clackamas	\$1,883,236	490	366
Community in Action (CINA)	Malheur and Harney	\$270,028	70	69
Community Services Consortium (CSC)	Lincoln, Linn, Benton	\$1,772,158	461	466
Klamath and Lake Community Action Services (KLCAS)	Klamath, Lake, and Curry Counties	\$766,727	200	200
Lane County Human Services (LCHHS)	Lane County	\$2,843,772	741	813

Mid-Columbia Community Action Council (MCCAC)	Hood River, Sherman, and Wasco	\$284,838	74	69
Mid-Willamette Valley Community Action Agency (MWVCAA)	Marion and Polk	\$ 2,560,310	667	670
Dept. of Human Services, Youth & Family Services Division	Multnomah	\$ 5,474,036	1426	1481
Neighbor Impact	Crook, Deschutes, and Jefferson	\$1,358,798	354	354
Oregon Human Development Corporation (OHDC)	Underserved communities, Hispanic & Latinx community & Agricultural workers	\$1,607,860	419	526
United Community Action Network (UCAN)	Douglas, Josephine, and Coos	\$1,898,806	494	508
Yamhill Community Action Partnership (YCAP)	Yamhill	\$533,920	139	141
Total ORE-DAP Allocations to CAAs:		\$26,880,001	7,000	7,378

Eviction Prevention Rapid Response (EPRR) Program

The EPRR Program was created in the 2021-2023 biennium in anticipation of increased evictions due to safe harbor protections expiring after the COVID-19 pandemic. In partnership with the Oregon Law Center’s [Eviction Defense Project](#), EPRR provides rapid resources in response to a pending eviction in conjunction with other housing stability supports, like legal services and case management.

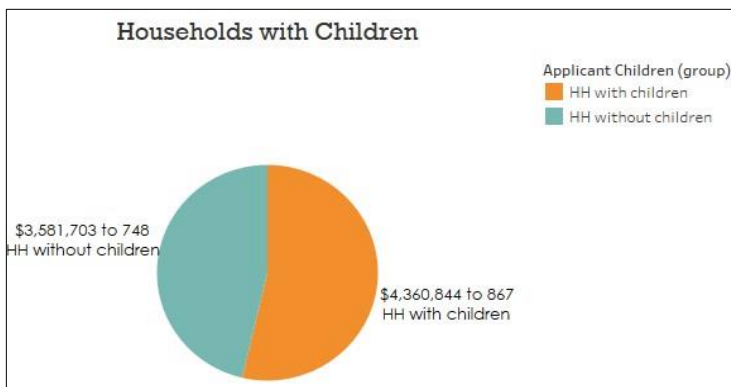
As part of this successful program, Oregon Law Center and other pre-approved legal aid services and specific direct service providers can access a rapid response hotline, portal, and funds to intervene to prevent evictions by providing rapid financial support. OHCS’ contracted processing vendor has the requisite financial capacity and intake expertise to receive “in the moment” applications for emergency rental assistance to Oregonians with eviction court summons.

Since the program’s relaunch under Oregon’s Emergency Homelessness Response, data shows higher-than-estimated costs per household to prevent an eviction. As a result, OHCS utilized a small portion of SB 5511 prevention funds to support EPRR payments prior to Jan. 10, 2024.

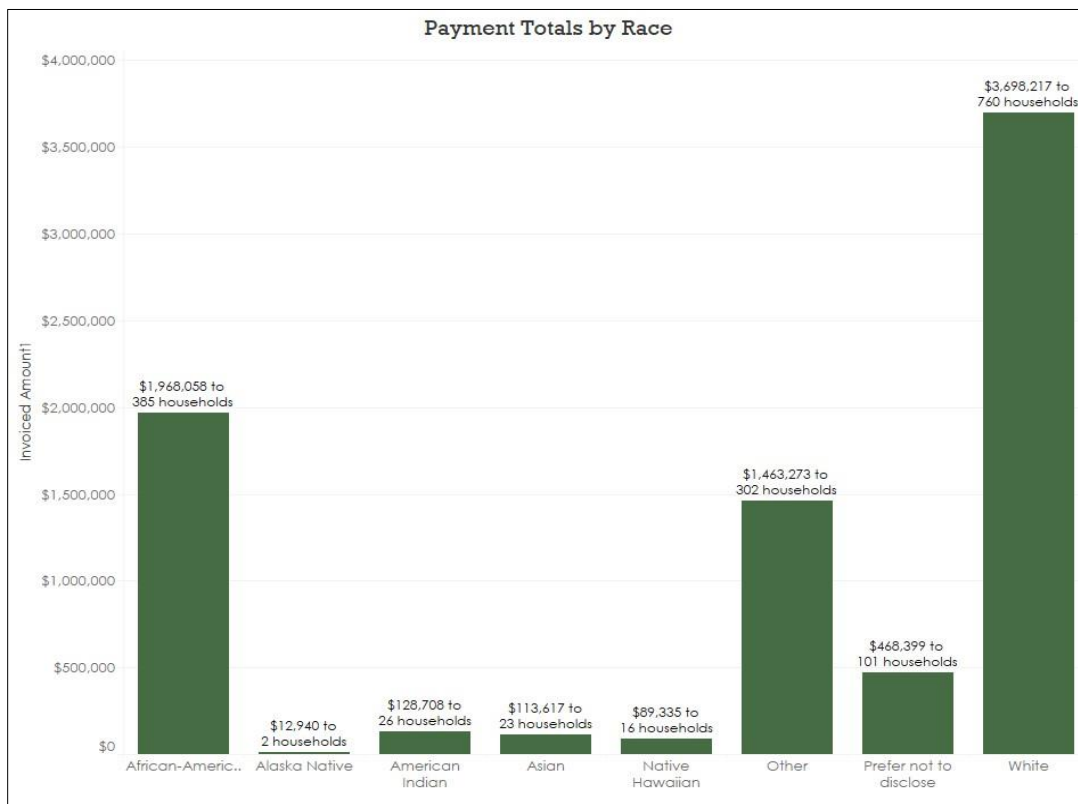
EPRR Goals and Reporting

With 20% of Homelessness Prevention funding dedicated to EPRR, OHCS worked to prevent evictions for 1,750 Oregonians statewide, or 20% of the total homelessness prevention goal articulated in Executive Order 23-02. Specifically, OHCS allocated \$6.72 million to EPRR out of HB 5019 resources.

To date, EPRR has served 1,615 distinct households for a total of \$7.9 million in total assistance paid.



Based on January data OHCS and our partners successfully met the goal of preventing homelessness for 8,750 households by providing services to 8,993 households through Oregon's Emergency Homelessness Response funding in February 2024 to ensure full transparency and visibility of the data.



Key Takeaways

As OHCS and communities statewide engaged in the emergency response work, we created an environment where learning and growth were prioritized and celebrated. In light of that, we want to highlight some key takeaways that are critical for the state as we develop deeper levels of response to the problem of homelessness. We have outlined some of these learnings below.

Successes

Funding Structure: OHCS developed and deployed an entirely new system for delivering homeless services in Oregon during this response system. This system emphasizes an outcomes-oriented funding structure that drives toward goals and holds local systems accountable for achieving their goals. We learned that by tapping into what already existed, such as the federal government's system for delivering homeless services known as the Continuum of Care or the House Bill 4123 Pilot Communities established by the Oregon Legislature, we could significantly accelerate providing services in a coordinated and concerted manner. Having locally organized systems allows for decision-making, prioritization, and delivery of vital services while still ensuring that smaller organizations serving unique populations across Oregon can access the funds.

Collaboration with Multiple Levels of Government: The state effectively developed deeper partnerships with multiple levels of government for this effort. By working with local governments, including cities and counties, who are often at the frontlines of supporting people experiencing homelessness, OHCS ensured those close to the challenges could help craft the solutions. OHCS also tapped into the existing system thanks to the federal government's investments through the Department of Housing and Urban Development (HUD). Moreover, OHCS engaged directly with the nine Federally Recognized Tribal Governments for direct funding to ensure tribal sovereignty and authority were honored and respected during the emergency response.

Transparency & Accountability: State government is mandated to build responses to critical societal problems that ensure transparent, easy-to-understand results and accountability for achieving goals. As part of Executive Order 23-02, OHCS had a clear mandate from the Governor to build a response that allowed the results to be visible and made our decisions and processes clear. Through creating a dashboard, rigorous commitment to data systems already used by local providers, and consistent reporting on the results, OHCS has ensured the investment from the Legislature has yielded the results that the people of Oregon demand of their government.

Agency Operations & Infrastructure: OHCS and ODEM worked to set up the Executive Order infrastructure rapidly. To do this work, the internal infrastructure at the agencies was vital to building this out. An effective government response requires committed public servants who know their role and can turn a policy into practical implementation in the real world. By having the Executive Order available as well as the staffing commensurate to the task, the state agencies were able to quickly deploy the funding to local communities and ensure the

back-end functions – financial systems, procurement, legal review, communications, research, and data, as well as other vital functions, are effectively operating. Investment in this staffing infrastructure helps to ensure vital results for Oregonians in crisis.

Technical Assistance: OHCS has invested heavily in Technical Assistance as described above. This is one of the most critical aspects of the Executive Order intervention that supports local communities and state governments in incorporating all the learnings and best practices from across the country. Having an expert advisor available to work through strategy, implement training, and support local leaders with big decisions has yielded immeasurable results. We must continue supporting communities to have experts available for specific and measurable impact.

Eliminating Disparities: OHCS utilized a community planning process informed by national advisors at ICF, Inc. to ensure the response to Executive Order 23-02 included a specific focus on reducing or eliminating disparities in the homelessness system. The community planning process required each local community to look at available data and identify what groups continue to have higher homelessness rates than their peers. This activity ensured that prioritization for responses was informed by the specific communities that are most in need. OHCS will continue to evaluate the racial disparities and outcomes for those we have served using an equity and racial justice lens over the coming months to learn how the response and process worked to achieve the goal of reducing disparities in the system.

Ongoing Trends

Behavioral health: OHCS has continued to hear direct and specific feedback about the ongoing need for coordinated behavioral health supports for people experiencing homelessness across Oregon. The acuity levels of those we are serving in the homeless services system demonstrate a need for highly coordinated services, pairing both homeless services expertise as well as strong behavioral health supports. Many communities have formed strong partnerships with local Coordinated Care Organizations, County Behavioral Health, and other treatment providers. These partnerships show great promise for a coordinated response to ensure those with complex care needs get the help they require. The homeless services system is often not equipped to adequately support households that show up for services in shelters, during street outreach, or even those placed into Permanent Supportive Housing. OHCS is excited to further engage with the Oregon Health Authority and its partners under the work of EO 24-02, where Governor Kotek has directed state agency coordination to support this population.

High need for assistance: Eviction data across Oregon reports 22,460 eviction cases filed from January to December 2023. Of those cases, 18,193 (81%) were for nonpayment of rent. To support these additional households who faced eviction due to nonpayment, OHCS would need an increased investment of roughly 50% more compared to current funding levels to accommodate the need for additional rental assistance for those facing evictions due to nonpayment of rent. This demonstrates that while allocated resources prevented nearly 9,000 households from eviction, the continued need for rental assistance persists.

According to data from the [Eviction Research Network](#), eviction filings demonstrate racial disparities, with particularly high filing counts for Black renting households in Oregon. Over the past 12 months, an eviction filing has been experienced by:

- 1 in 30 renting households (3.3%)
- 1 in 14 Black households (7%)
- 1 in 42 Latine households (2.4%)
- 1 in 37 “Other Group” (Asian, mixed-race, Indigenous, and other racial/ethnic groups) households (2.7%)
- 1 in 42 White households (2.3%)

We know that the best way to reduce homelessness is to prevent it from happening altogether. Oregon must continue to invest in homelessness prevention to slow the number of Oregonians experiencing homelessness while we continue to invest in shelter solutions and housing production.

Workforce: The homeless response system relies on thousands of frontline staff providing the care, support, guidance, and expertise to people experiencing homelessness. A workforce of professionals to provide this support is critical to accomplishing the goals of the Homelessness Emergency Response. Nonprofits and local governments have reported incredible challenges in hiring, staffing, and equipping their teams due to low wages, difficult and stressful environments, and other factors that broadly impact the nonprofit industry.

Integration with local services: Homeless services systems require complex coordination between federal, state, and local funders, as well as between private and public funders. We continue to see local homeless services systems utilizing Executive Order 23-02 resources within their local systems. Because the MAC groups are integrated within their CoC infrastructure, the federal resources going into each community are being deployed alongside local or state resources. This type of integration is critical to ensuring the funding works within the larger system for ending homelessness in each community.

Rehousing Unit Access: Rehousing people experiencing homelessness requires relationships with various critical partners, including property owners who rent to households exiting homelessness. We continue to see the need for more available housing hampering efforts to quickly rehouse households prepared to move into permanent housing. Recognizing this important relationship, OHCS continues working with local MAC groups to ensure they have the resources to build these relationships and locate available units. By actively involving landlords in the process, communities can expand the availability of affordable housing options for individuals and families experiencing homelessness.

One-time funding: One-time funding allocations can reduce the effectiveness and impact of services in light of our workforce challenges. The expansion and contraction cycles for nonprofits result in frequent layoffs, inability to hire permanent employees, and unclear funding landscape for organizations relying on the funding from year to year. It is essential to have skilled and experienced personnel in critical roles, and stable funding for organizations at the front line is crucial to help address this problem. Oregon’s shelter system must move toward a more sustainable and predictable funding model.

Accountability

The Legislature's mandate for OHCS was very clear for this effort: invest in communities to reach specific, measurable outcomes and ensure accountability throughout Oregon's Emergency Homelessness Response effort.

As part of their contracting process with OHCS, local communities were required to outline when they anticipated reaching certain milestones in working toward their shelter bed creation and rehousing goals. MAC groups were required to outline monthly milestones in their community plans. Local Planning Groups also provided quarterly milestones, although their contracted period to reach their goals is June 30, 2025. If a community fails to meet a milestone they committed to, OHCS believes the initial step towards getting back on track is a conversation about local needs, challenges, and potential solutions. Some examples of challenges local communities may face that OHCS can support include:

- A local service provider may be experiencing a challenge with data entry and would benefit from additional training and technical assistance.
- A MAC group or LPG may need technical assistance to support them in securing additional units they can utilize to rehouse more households.
- OHCS and ODEM may require specific modifications to the operations of the MAC group meetings to ensure they are meeting their intended purpose of coordinating the local response efforts.
- OHCS may require a corrective action plan from MAC groups or LPGs who are behind on their goals to document the attempts and solutions that are needed to restore the trajectory of services to the planned outcomes.
- OHCS may provide guidance to a MAC group or Local Planning Group to consider bringing on additional service provider subgrantees to increase capacity to reach their goals.
- Finally, if it is determined a local group's goals cannot be met, OHCS may, as a last resort, reduce that group's funding and redistribute those resources – with a corresponding increase in goals — elsewhere to ensure the overall goals of this response effort are met.

Furthermore, partner contract agreements outline clear language that sets default expectations and remedies that OHCS may initiate when contract obligations are not being met. Those may include:

- Opportunity to Cure
- Recovery of Funds
- Withholding
- Redistribution of funds
- Termination

What's Next?

Senate Bill 5511 Funding Updates

OHCS received \$160.3 million in funding from SB 5511 to sustain the efforts funded by HB 5019. Shelter and rehousing funding will be allocated to the MAC groups to sustain shelters created under the emergency response and maintain unit access services. OHCS held two engagement sessions with MAC groups to explore the best methods to release funding to local communities. Through these conversations, OHCS determined that the most effective approach to releasing the funds would be through analysis of needs for each region. This needs analysis considered what HB 5019 funds remained available for that region in addition to anticipated funding needs to sustain the work.

To date, \$59.9 million from SB 5511 has been allocated to CoCs to sustain HB 5019 shelters, unit access, and street outreach investments. Agreements for these funds have received legal sufficiency and have been sent to communities for signature, with four being fully finalized.

Continuum of Care (CoC)	Total Allocation
Central Oregon	\$10,527,194
Clackamas County	\$1,850,000
Jackson County	\$9,498,755
Lane County	\$7,490,000
Marion/Polk Counties	\$14,386,607
Multnomah County	\$13,007,102
Washington County	\$3,193,750
Total	\$59,953,408

Additionally, \$55 million of SB 5511 funding was allocated for homelessness prevention, 70% of which was deployed statewide through ORE-DAP and EPRR after Jan. 10, 2024.

In December 2023, Community Action Agencies (CAAs) received allocation announcements for the next wave of SB 5511 ORE-DAP funds to continue services. \$27,720,000 is being deployed through ORE-DAP, and \$6,930,000 is being deployed through EPRR. OHCS has sent out all agreements for these resources to ensure ongoing rental assistance is available during the transition from HB 5019 resources to SB 5511 funds. Most contracts have been finalized.

The remaining 30% of the \$55 million appropriation will be deployed through culturally responsive organizations (CROs) delivering prevention services. Three organizations that received prior 2021-23 funding were reallocated the combined \$16.5 million based on prior biennium percentages. The Oregon Worker Relief Coalition, the Urban League of Portland, and Immigrant and Refugee Community Organization (IRCO) are providing eviction prevention rent assistance, wraparound supports, basic needs assistance, and other stability supports. Their efforts are expected to reach 3,944 Oregonians with culturally specific and responsive services.

Long Term Rent Assistance Program

OHCS was tasked with creating a Long-Term Rent Assistance (LTRA) program to ensure that the households rehoused through EO 23-02 and HB 5019 rehousing investments have continued services and rental assistance after Jan. 10, 2024, if needed. This program will help with the cost of rent to increase housing access and long-term housing stability for people exiting homelessness. This type of assistance has proven to be a key strategy to support housing stability, and for some people, is vital to their ability to stay housed.

LTRA resources will be available in early 2024, as the rehousing resources deployed by MAC groups in the past year allowed communities to prepay up to 12 months of rental assistance. Not all households receiving rehousing resources will need long-term rent assistance.

OHCS' strategy for allocating the resources and continuing to develop strong community plans is as follows:

- \$39.7 million has been appropriated to OHCS for the 2023-2025 biennium for this program. OHCS will utilize MAC Regions' EO 23-02 rehousing accomplishments and the identified need for ongoing assistance from those that were rehoused under EO 23-02 to calculate final funding allocation percentages.
- OHCS will not have every MAC region's complete performance outcomes until final data is received in February 2024. Because of this reality, OHCS is sending out soft commitments for allocation amounts to each MAC group and then providing 15% of the admin allocation amount for planning and local system design purposes.
- OHCS will enter into the initial agreements for the program in early February 2024 and only release 15% of the total funding. We will require each MAC group to finalize their numbers for rehousing and provide a detailed plan for the community on how they would structure the program based on the final LTRA Guidance.

Program design is nearing completion, which includes program guidance that will inform local jurisdiction program implementation expectations. OHCS has engaged in the following processes to help design the LTRA program:

- OHCS convened a workgroup representing each EO region. MAC Groups designated workgroup members to represent their communities by providing their knowledge and expertise to the design of the program and program guidance. The workgroup completed its body of work in late November and produced a draft of LTRA guidance.
- OHCS has partnered with [Portland State University Homelessness Research and Action Collaborative \(HRAC\)](#) to conduct a literature review and examine existing local programs that provide LTRA to advise on best practices and strategies.
- As of the release of this report, contract agreements and draft program guidance are under review with the Department of Justice (DOJ) and OHCS anticipates that we will have legal sufficiency in the coming weeks.
- OHCS will be contracting with a peer support consultant who will be supporting lived experience engagement to inform LTRA program implementation and evolution.

Senate Bill 5506 Special Purpose Appropriation (SPA)

OHCS received \$39 million set aside in a Special Purposes Appropriation (SPA) via [SB 5506 \(2023\)](#). This funding is designated for a statewide rehousing program to help rehouse more community members experiencing homelessness. OHCS has finalized a framework for how the funding will be utilized and [brought forward our plan](#) to the Interim Joint Committee on Ways and Means during January Legislative Days. OHCS plans to continue engaging with communities over the coming months as the agency prepares to implement SPA programming. OHCS recently established a proposed timeline to ensure that SPA funds are implemented in an efficient and timely manner and that all parties involved, including the Governor's Office and OHCS Procurement and Fiscal teams, are aware of important dates and deliverables.

OHCS has learned that allowing local communities flexibility when determining how they will use processes like Coordinated Entry is critical to ensuring equitable distribution of funding to those most in need. Lastly, OHCS recognizes the critical importance of services such as case management, housing counseling, intensive case management and retention supports to support the housing stability of a highly vulnerable population.

*"These resources are **bringing services and system coordination to Clackamas County's rural communities**, including Sandy, Molalla, and Estacada, that would not otherwise exist. Outreach programming now includes street and encampment engagements, trash cleanup events, camp cleanups, shower and laundry events, care coordination, and resource navigation, including housing placement. The **services are being positively received in these communities and helping to open pathways** to going farther in addressing community concerns and meeting community needs. It's amazing what we can accomplish when we work together.*

-Clackamas County

Ongoing Analysis

OHCS is committed to ongoing learning both during and after emergency response work. As part of this commitment, OHCS will be doing an ongoing analysis of the learnings from the EO 23-02 implementation to inform future programs and policies. We will continue to center people with lived experience of homelessness and include robust data analysis in our work to identify where the agency and its partners succeeded in reaching diverse populations and where we can do more. OHCS will also examine internal agency procedures to better prepare for future responses and build institutional memory for the ongoing work to house and support more Oregonians experiencing housing instability and homelessness. We look forward to sharing more of this work with the broader public and our stakeholders in the year ahead.