

# Interagency Council on Homelessness Annual Progress Report (2024)

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## Executive Summary

Six months into the implementation of the Governor’s Homelessness Response Framework, and key deliverables are moving forward on meaningful progress towards the objectives outlined in Executive Order 24-03. This annual progress report, as mandated by the same Executive Order, details the status of each of the 39 deliverables in the Framework and major project milestones for the next year.

State agencies identifying resource needs for the deliverables they are leading have submitted policy option packages (POPs) as part of their agency’s requested budget, resulting in a total of over \$909 million of investments reflected within the Governor’s Recommended Budget (GRB). The Governor dedicated \$649 million towards maintaining shelter, long term rental assistance, tribal housing, re-housing services, and youth experiencing homelessness. Roughly \$251 million supports investments in homelessness prevention, such as tenants’ protections and youth and family-focused stabilization programs. An additional \$9.4 million improves housing outcomes for adults and youth exiting state carceral settings and implements data governance and infrastructure to strengthen accountability towards equitable outcomes. These important investments provide the support necessary to keep households stabilized, to help unsheltered and sheltered people regain housing and access to services, to dedicate funding to tribes and to vulnerable populations such as youth and veterans exiting prison or jail, and to develop data governance and infrastructure to track progress over time.

Framework deliverables that may include potential legislative changes have relevant legislative concepts (LCs) submitted by the lead agency. Four LCs have been developed for the following concepts: establishing a tribal homeless services grant program, an innovative statewide shelter program, improving the efficiency of Emergency Housing Account (EHA) funding disbursements, and addressing alignment of eligibility between programs serving youth and the age of youth exiting carceral settings. These LCs will continue development into the 2025 legislative session.

For deliverables that have not been identified needing resources or legislative changes, agencies are currently hard at work moving into and progressing through implementation. As of December 2024, five are considered complete, with five deliverables needing resources and developing POPs included in the Governor's Recommended Budget (GRB), and the remaining 29 deliverables currently underway on implementation.

## Background

Governor Tina Kotek's Homelessness Response Framework represents a comprehensive and coordinated effort to address the urgent and complex challenge of homelessness across Oregon. Developed through the collaborative work of the Interagency Council on Homelessness, which was refreshed with a new charge to implement direct objectives through Executive Order 24-03, this Framework builds on the Council's foundational mission to align state resources, policies, and partnerships towards impactful solutions. Over the past year, the Framework has guided agencies on the implementation of key deliverables, including the establishment of measurable goals, the integration of data-driven strategies, and strengthened collaboration across agencies and systems of care. This annual progress report highlights the milestones achieved, lessons learned, and ongoing commitments to ensure every Oregonian has access to safe and stable housing.

## Summary of Deliverable Updates and Highlights

### *Highlights*

As of December 2024, five are considered complete, with five deliverables needing resources and developing POPs included in the Governor's Recommended Budget (GRB), and the remaining 29 deliverables currently underway on implementation. See Table 1 in Appendix A for a full break down of the status of each deliverable as of the publication of this report.

The Governor prioritized not losing ground on existing shelter beds created through state investments in the previous biennium and fully funded the maintenance of these efforts in the 2025-27 GRB. These investments are integral to ensuring that shelters that have opened to serve the state's vulnerable unsheltered homeless population in the past years do not close due to lack of continued funding. The GRB also includes investments for maintaining funding of the Youth Experiencing Homelessness Program administered by the Oregon Department of Human Services (ODHS), which provides necessary youth homelessness services and housing supports.

The Governor made key investments in the GRB towards improving housing outcomes for people exiting state carceral settings, funding new programs such as the "DMV in a box" concept that

would improve access to updated IDs for people about to be released from prison or jail. Not having an ID upon release poses challenges for obtaining stable housing, and this new program would help reduce those barriers by providing access onsite to ID renewals or issuances. The Oregon Department of Corrections (ODOC) and the Oregon Department of Veterans of Affairs (ODVA) received funding in the GRB for hiring additional housing and transition coordinators to improve housing outcomes for people exiting state carceral settings and to connect individuals to eligible services. Connecting people re-entering their community from a carceral setting to eligible resources aids in successful reintegration and reduces potential for recidivism.

Multiple engagement efforts coordinated by the Governor's Office and Oregon Housing and Community Services (OHCS) brought together key jurisdictional partners, regional entities, and organizations to collaborate on deliverables such as a statewide shelter program framework and standardizing outcomes to track metrics statewide. A statewide shelter program does not currently exist, and Representative Marsh and the Governor's program framework, informed by people on the ground providing services, regional coordination groups, and state agencies, creates necessary standards to ensure consistency in access to services as well as efficiency in funding and data collection.

Recognizing the importance of data and accountable metrics, the Governor funded resources in the GRB for standing up a statewide data governance model and associated data infrastructure needs to answer key questions about improving housing outcomes for youth aging out of foster care. Using this as a pilot, the Enterprise Information Services (EIS) division of the Department of Administrative Services (DAS) will have an opportunity to address existing data-sharing and analysis challenges, explore aligning data and outcomes across agencies, and ultimately provide comprehensive insights into improving housing outcomes for especially vulnerable populations.

To further implement transparency in data and outcomes, OHCS finalized three dashboards that track efforts made across the state towards ending homelessness and implement accountability for the State's investments: [Emergency Homeless Response Dashboard EO 24-02](#), [Emergency Homeless Response Dashboard Balance of State](#), and the [Emergency Homeless Response Dashboard EO 23-02](#).

Two deliverables focused on analyzing the status quo were completed by their respective agencies, one by ODVA focused on assessing veterans' eligibility for state or federally funded services and the other by the Oregon Health Authority (OHA) for state contract requirements of Coordinated Care Organizations (CCOs) and Community Mental Health Programs (CMHPs). Both analyses will help inform recommendations and best practices for other deliverables in the Framework.

Six months into the implementation phase of the Framework, key partners have worked together to move forward all 39 deliverables in a meaningful way. The summaries below are organized by each Framework pillar and contain more detail on the stages of implementation for each deliverable, and the following section (HRF Deliverable Updates) includes the next four quarters of major milestones for each deliverable currently being implemented.

### *Summary by Homelessness Response Framework Pillar*

Pillar 1 of the Framework focuses on the development of statewide outcomes for tracking progress towards ending homelessness in Oregon, including deliverables such as aligning definitions across levels of government, dedicating resources to standing up consistent data governance and infrastructure, and building capacity for culturally specific services. All seven deliverables have begun implementation, with the deliverable for not losing ground on state-funded shelter considered complete as the Governor's Recommended Budget fully funds the statewide system of coordinated shelters. The Governor's Recommended Budget also fully funds another deliverable still in the implementation phase to support data improvements key to consistently tracking the state's investments towards improving housing outcomes.

Pillar 2 of the Framework includes three sections of deliverables: shelter and transitional housing, permanent supportive housing (PSH), and re-housing. The Governor fully funds the maintenance of effort for shelter and transitional housing in the GRB. Representative Marsh, the Governor's Office, and OHCS have coordinated a shelter workgroup with key partners providing, coordinating, or funding shelter, to create recommendations informing the statewide shelter program framework. In this process, OHCS has also begun a statewide shelter study to understand the existing landscape of shelter sites and types and will continue this study in 2025 to also understand gaps in services and geographic or population-specific inequities. The PSH portion of this pillar includes aligning key outcome metrics and a landscape analysis of supportive housing, which OHCS plans to implement in early 2025, as well as a program framework for tiered PSH which currently has a work plan in place in coordination with the Governor's Office. The re-housing programs are also in progress, with OHCS anticipating program completion in mid-2025.

Pillar 3 of the Framework includes three population-specific categories of deliverables: youth, adults exiting carceral settings, and veterans. The Oregon Youth Authority (OYA) submitted a legislative concept to address eligibility gaps for youth exiting state carceral settings and the State's Emergency Housing Account (EHA) for Youth program and is currently analyzing transition procedures and release plans to address gaps. The GRB funded an OYA housing coordinator and associated grant funding to connect youth to eligible services and housing placements upon release. The Governor also funded, through the GRB, maintenance of effort in the Youth Experiencing Homelessness Program (YEHP) administered by ODHS. The Governor's Office will work with ODHS to create a work plan for aligning programs serving youth across the state enterprise and to improve housing outcomes for youth aging out of foster care. For adults exiting state carceral settings, the Oregon Department of Corrections (ODOC) received funding in the GRB for additional housing and transition coordinators and associated grant funding to connect adults to eligible services and housing opportunities upon release. ODOC is also currently analyzing existing release practices to identify recommendations for improving data collection and developing a housing plan for individuals upon release. For veterans, the GRB funded additional staff resources and grant funding to improve housing outcomes for formerly incarcerated veterans. These resources would expand existing services to additional ODOC facilities and provide training for currently incarcerated veterans to inform and educate other potentially eligible individuals to

apply for veterans' benefits. ODA and OHCS will collaborate to explore housing set-asides for veterans, and a veterans' specific strategy within the tiered PSH program framework in Pillar 2.

Pillar 4 includes a deliverable for natural resource agencies to convene and create resources for connecting individuals experiencing unsheltered homelessness on state-owned or managed property to services. The Oregon Parks and Recreation Department (OPRD) is leading this work and began convening agencies for initial discussions. OHA completed a deliverable for a status quo analysis of state contract requirements for CCOs and CMHPs and will begin a similar analysis for Federally Qualified Health Centers (FQHCs), which will inform best practices and next steps for connecting the state's health and housing systems. OHCS completed a proposal for a behavioral health and homelessness pilot and will move into potential implementation to gather important learnings for a successful integration of two systems. To coordinate health services onsite at shelters, OHCS has begun initial work to identify high priority shelters and transitional housing for a pilot, as well as an initial analysis of maximizing billable services used across the nation to support health services.

## Homelessness Response Framework Deliverable Updates

The following sections of this annual progress report provide detailed updates on each individual deliverable. These updates have been provided by the lead agency and include a narrative for the progress to-date as well as major project milestones for the next for quarters.

### Pillar 1: Statewide Homelessness Outcomes

#### a) Aligning how outcomes are defined (cross-jurisdictional)

Deliverable Details				
Description	Status	YTD		
Work with jurisdictional partners at the local and regional level to define key outcomes (shelter capacity, re-housing, etc.) consistently.	In progress	Engagement sessions held with Metro and JOHS in summer and fall of 2024 to document definitions and metrics used when discussion shelter, re-housing, and prevention services. A memo has been prepared with a summary of this initial work.		
Upcoming 2025 Deliverable Milestones				
Quarter 1		Quarter 2	Quarter 3	Quarter 4
Re-engage with Metro to discuss where we can begin to work towards better alignment of definitions and metrics regarding rehousing and prevention; engage with non-Metro CoCs to document their definitions and metrics on rehousing and prevention. Draft framework with recommendations on alignment provided to Governor’s Office by March 2025.		N/A	N/A	N/A

#### b) Reporting statewide outcomes (cross-jurisdictional)

Deliverable Details		
Description	Status	YTD
Explore how we can collaborate on reporting equity focused homelessness	In progress	OHCS has released three separate dashboards that allow transparent insights

outcomes associated with local, regional, and state resources to increase public transparency about the impact of the homelessness response system statewide.		about the efforts being made across the state toward ending homelessness. The Shelter Workgroup’s data subgroup engaged local jurisdictions and data experts to create recommendations for how to track and report on shelter goals. This work will inform all state shelter investments in 2025-2027. OHCS engaged with providers across the state for the Oregon Rehousing Initiative project (ORI) that will inform finalizing administrative rules, including tracking outcomes for rehousing.	
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Continue to keep EO dashboards updated, pursuing goals across multiple program types.	Incorporate outcomes oriented contracting approach into the Implementation of state funded resources for homeless services, setting goals per grantee and tracking progress toward those goals through the biennium.	Final data for 23-25 Biennium received from grantees, creation of final report and dashboards on total 23-25 impacts.	OHCS produces final summary report on the goals and outcomes achieved during the 2023-2025 Biennium. Summary report will include how the outcomes-oriented approaches are being incorporated into the 25-27 Biennium agreements.

c) Setting outcomes for state investments (2023-25 biennium)

Deliverable Details			
Description		Status	YTD
Report on the goals and outcomes achieved with all homelessness resources invested this biennium to expand the outcomes-oriented and equity focus of the homelessness emergency across state homelessness programs.		In progress	OHCS has released three separate dashboards that allow transparent insights about the efforts being made across the state toward ending homelessness. OHCS is also analyzing data and engaging with MAC groups around the equity outcomes they’ve achieved through the state investments, discussing opportunities for improvement and deeper collaboration.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Release additional EO and Balance of State Dashboards every two to three months depending on data availability until the end of the Biennium.		Release additional EO and Balance of State Dashboards every two to three months depending on data availability until the end of the Biennium.	OHCS produces final summary report on the goals and outcomes achieved during the 2023-2025 Biennium. Summary report will include how the outcomes-oriented approaches are being incorporated into the 25-27 Biennium agreements.

d) Outcomes-oriented budget development (2025-27 biennium)

Deliverable Details		
Description	Status	YTD
Work with partners to develop the Governor's Recommended Budget (GRB) for housing and homelessness to make certain we do not lose ground on the state homelessness response. Work with partners to determine the "current service level" budget of state funded homeless services in the state, the associated outcomes of those investments, and the specific impacts if they are not maintained. Any new programs or program expansions that may be included in the GRB will have clear associated outcomes.	Complete	OHCS started initial budget planning based on the Governor's priorities in January and conducted town halls and surveys regarding OHCS' budget priorities starting in May. Over the summer OHCS finalized POP narratives, Racial Equity Impact statements, and program prioritization lists all in alignment with the Governor's homelessness response and housing frameworks. OHCS submitted our Agency Request Budget, which includes outcomes associated with specific investments, on August 30 <sup>th</sup> .

e) Data collection improvements

Deliverable Details			
Description		Status	YTD
Create a standardized practice of consistent data collection, storage, and analysis for state programs serving people experiencing or at risk of homelessness to improve data quality and reporting reliability related to homelessness outcomes, including establishing a coordinated data infrastructure to deliver on outcome reporting, tracking, and coordinated data analysis.		GRB-Funded and in progress	The Governor’s Recommended Budget funds relevant agency POPs 500 and 501 (pages 290-295 of <a href="#">DAS Agency Request Budget</a> ) to implement the work plan for the 2025-2027.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Planning activities for relevant POPs 500 and 501.		Consultant solicitation, staff recruiting, and onboarding.	Contract execution and project initiation/kick-off.

f) Data sharing improvements

Deliverable Details		
Description	Status	YTD
Set up infrastructure and data-sharing agreements between primary state agencies working to reduce homelessness (OHCS, OHA, and ODHS) to support reliable and community informed data analysis and data-informed decision making in a way that protects personally identifiable information (PII).	In progress	A draft enterprise memorandum of understanding for interagency data sharing has been approved by DOJ General Counsel and is being reviewed by the Governor's Office, OHCS, OHA, and ODHS. Three pilot use cases have been identified by the Governor's Office and were reviewed by OHCS, ODHS, OHA, and EIS to provide



		recommendations on use case selection and prioritization.
<b>Upcoming 2025 Deliverable Milestones</b>		
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>
Final Data Sharing Agreement and Process released and available to pilot agencies for review and execution. Pilot Kickoff and initial pilot status review.	Mid-point analysis, lessons, and recommendations: Use case development playbook process.	Lessons and recommendations: execution and use case evaluation. Draft deliverables/report out completed.
<b>Quarter 4</b>		
Project close-out, final MOU, and Playbook revisions before Enterprise MOU launch in 2026.		

g) Support culturally specific provider capacity

<b>Deliverable Details</b>		
<b>Description</b>	<b>Status</b>	<b>YTD</b>
Develop recommendations to support the capacity building of culturally specific organizations (CSOs) to administer state homelessness programs funded by the 25-27 budget.	In progress	DAS and GO conducted focus group sessions with 17 nonprofit organizations to identify barriers and areas of improvement. The feedback collected will be compiled into a list of recommendations for the Governor's consideration in early 2025.
<b>Upcoming 2025 Deliverable Milestones</b>		
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>
Additional research for service provider demographic data, best practices from other jurisdictions, gap analysis for laws, rules and policies.		Prepare report on current landscape that will include recommended revisions to rules, policies, legislation, etc. Crosswalk with the Task Force on Modernizing Grant, Funding, and Contracting. Create a data dictionary with definitions and terminology.
<b>Quarter 4</b>		

## Pillar 2: Core Program Improvements

### Shelter and Transitional Housing:

a) Maintenance of shelter beds created through state investments during the 2023-25 biennium

<b>Deliverable Details</b>		
<b>Description</b>	<b>Status</b>	<b>YTD</b>
Maintain operations of shelter beds created and supported by the state via the homelessness state of emergency and other state investments allocated by the legislature to prevent shelter closure during the 2023-25 biennium.	GRB-Funded and complete	The Governor's Recommend Budget fully funds relevant agency POP 501 for \$217.9 million dollars to maintain existing shelter beds.



b) Developing a program framework to create a housing focused state shelter program

Deliverable Details			
Description		Status	YTD
Developing a program framework to create a housing focused state shelter program. This program framework should increase transparency in the system and reduce administrative burden of providers currently braiding multiple state funding sources to operate existing shelters. The program development process should explore different levels of funding for different levels of services, including a strategy to connect people exiting state institutions with state-funded shelter and/or transitional housing, including assessing feasibility of including the category of recovery housing, and track housing focused outcomes.		In progress	Representative Pam Marsh and the Governor’s Office co-convened a shelter workgroup comprised of shelter providers, local government partners, and coordinating bodies to develop recommendations around what types of shelters should be eligible for state funding, how funds are distributed to local communities for shelter by the state, and on proposed data collection and reporting improvements. As part of this work, program standards, policies and contract requirements of existing programs were compared, and recommendations were crafted to reduce administrative burden and increase transparency. In the identification of three distinct types of shelter projects, the workgroup described how funding for services could differ by type.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Establish a state shelter program in statute in 2025 legislative session. Fund state shelter through legislative appropriations process. OHCS pre-implementation.		Program implementation.	

c) Assessing current geographic and population specific inequities in the emergency shelter and transitional housing systems

Deliverable Details			
Description		Status	YTD
Assess current geographic and population specific inequities in the emergency shelter and transitional housing systems to inform potential legislative action to increase shelter and transitional housing capacity.		In progress	OHCS has completed an initial landscape study for the Shelter work group co-convened by the Governor’s Office and Representative Marsh that includes an assessment of shelters using existing data. In 2025, OHCS will contract a study for this work to focus on unmet needs/inequities in the supportive housing <u>and</u> shelter systems.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4

**PSH:**

a) Align key outcome metrics for PSH

**See Pillar 1, Deliverable a)**

b) Developing a program framework to create a tiered PSH program

Deliverable Details			
Description		Status	YTD
Developing a program framework to create a tiered permanent supportive housing program at the state that provides different levels of funding for different levels of services, explores scattered site PSH opportunities, includes a strategy to connect people exiting state institutions with state-funded supportive housing, tracks housing retention outcomes, and improves the process of connecting people with the type of PSH that is most in alignment with their needs, including culturally specific PSH. This program framework should also explore an integrated behavioral health PSH model as one of the program tiers that is a true step down from licensed behavioral health settings. Finally, the program framework should explore alignment of potentially overlapping state programs (PSH and behavioral health housing).		In progress	OHCS is proceeding in the planning and early engagement stages for the tiered supportive housing work, which includes initial conversations for how to leverage work being done in the Shelter Workgroup and reviewing previous engagement sessions around supportive housing conducted by OHCS’s Affordable Rental Housing (ARH) Division. We have also identified critical stakeholders for this planning work.  The Governor’s Office is working with OHCS and local partners to identify existing data on supportive housing and how to best analyze the information to understand any geographic or population-specific inequities.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Conduct research and planning to build out detailed strategies for population-specific supportive housing efforts. Leverage current engagement activities such as the shelter workgroup.	Draft concept for Governor’s Office Review.	Create programmatic draft frameworks, conduct Community engagement sessions and review and implement feedback.	

- c) Assessing current geographic and population specific inequities in the supportive housing systems

See deliverable above (Pillar 2, PSH, b))

### **Re-housing:**

- a) Creating two distinct re-housing programs
- a) People experiencing chronic homelessness
  - b) People experiencing short-term/economic homelessness

Deliverable Details		
Description	Status	YTD
Build on the state's first re-housing program administered by Oregon Housing and Community Services (OHCS) to serve two key populations: people experiencing	In progress	OHCS has developed an initial concept that involves using the Oregon Rehousing Initiative (ORI) program framework to deploy targeted interventions to support the needs of both

chronic homelessness and people experiencing short-term/economic homelessness.		chronically homeless individuals as well as lower needs individuals and families. This is based off the initial concepts connected to the Behavioral Health Pilot. OHCS would have one ORI program for the state but would require each regional group receiving the funds to create a plan that commits to rehousing a specific number of people who meet the Chronic Homelessness Definition and a specific number of people who may not meet that definition. The communities would each set goals and base the number of chronic homelessness off their specific regions estimates of those experiencing chronic homelessness. This ensures that each community is focused on the deeper levels of engagement and robust services that this population needs, while limiting the risk for a community to only focus on those that require less intensive services.	
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
OHCS will engage with MAC and LPG partners, as well as rehousing providers to discuss the concept of bifurcating the ORI program into two different population focus areas. Includes discussion of specific definitions to use. Finalize proposal and contracting and planning process for the 2025-27 biennium.	OHCS will design the application process to ensure a targeted universalism approach that asks providers and regional coordinators how they will create, and design programs tailored to reduce the disparities in their regions and set unique goals for the chronic homeless population as well as the general population of people experiencing homelessness	OHCS will launch and finalize contracts with all regional coordinators to deploy the ORI program and begin to track the unique population goals separately.	OHCS will release initial dashboard on the outcomes, disaggregated by race and ethnicity as well as by chronic homelessness status.

## Pillar 3: Population Specific Action Plans

### Youth:

- a) Creating equitable housing outcomes for programs serving youth and families with children

Deliverable Details		
Description	Status	YTD

Develop equity outcomes for state programs serving youth and families with children.	In progress	The Youth Experiencing Homelessness Program (YEHP) previously designed an outcomes framework based on best practices from the West Coast Convening Framework, an outcomes framework collaboratively developed by youth homeless service providers up and down the West Coast. The Governor’s Office will work collaboratively with OHCS, ODHS and OHA to build on this existing foundation and develop equity outcomes to track progress towards improving housing outcomes for youth.	
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Reconvene the ICH Outcomes sub-work group to identify next steps in coordination with EIS’s deliverables.	Implement next steps based on EIS data sharing pilot progress and deliverables.		

b) Create recommendations to change release practices for youth in carceral settings to improve housing outcomes

<b>Deliverable Details</b>		
<b>Description</b>	<b>Status</b>	<b>YTD</b>
Analyze existing release practices and exits from state youth programs or facilities to inform recommendations to change release practices to improve housing outcomes.	In progress	OYA has continued to support and monitor compliance with the new transition process. We have been focused on full adoption and integration before adding new elements. We have seen an increase in compliance; we are right about 82% compliance with the required steps over the last three months. OYA had planned to work with a new project manager to build upon our current transition project to include support for youth exiting care. The transition component is included in a larger case management portfolio project. The components of the project have been sequenced as they build upon each other. Additional elements to include housing transition for youth exiting OYA care will be addressed based on the project schedule.
<b>Upcoming 2025 Deliverable Milestones</b>		
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>
Continue monitoring compliance with current transition process and provide technical assistance to staff.	Discuss transition elements with existing project workgroup.	Determine implementation strategy and plan training.
		<b>Quarter 4</b>
		Deliver training on new transition elements.

- c) Develop a method and coordinated standards for tracking housing outcomes for youth exiting or transitioning out of state carceral settings or aging out of foster care.

**For state carceral settings, please see Pillar 3, Youth, Deliverable b) (above).**

Deliverable Details			
Description		Status	YTD
Develop a method and coordinated standards for tracking housing outcomes for youth aging out of foster care, which may include any necessary coordination with local or regional entities for data collection and data governance, collection, and reporting on housing outcomes		In progress	Child Welfare division of ODHS began initial conversations to explore whether HMIS data can be matched with CW data to identify youth who fall into homelessness after exiting CW care and custody. ODHS also researched additional data sources to support further analysis.  A review of HMIS data from the Youth Experiencing Homelessness Program (YEHP) is also underway and will provide insight into the quality of data currently being collected by youth serving providers, including consistency around reporting on previous Child Welfare experience.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
N/A	Provide an update on YEHP HMIS data quality improvement processes to GO for review and determine next steps.	Conduct review of CW housing programs and exit practices across 16 ODHS Districts in collaboration with the data-sharing pilot use case for EIS	Complete the initial draft of recommendations for the Governor’s Office to review.

- d) Implementing a “housing plan” as part of transition procedures for each youth exiting state institutional settings or aging out of foster care

**For state carceral settings, please see Pillar 3, Youth, Deliverable b) (above).**

Deliverable Details		
Description	Status	YTD
Include a housing plan as part of transition procedures for youth aging out of foster care.	In progress	<p>ODHS Child Welfare develops a transition plan with youth to help them prepare for their lives after exiting CW care and custody. This includes developing a “housing plan” with youth. The transition plan is updated annually, starting when a young person turns 14 years old. Child Welfare began developing recommendations for improving the transition plan and “housing plan” processes. GO will work with ODHS to identify “housing plan” recommendations that incorporate community and youth voice and addresses the most pressing needs identified by those with lived experience.</p>

Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
GO to coordinate with ODHS on a work plan for engagement to inform recommendations.	Conduct engagement and outreach.	Complete initial draft of recommendations for GO review.	Finalize recommendations.

- e) Developing a plan to improve housing outcomes of youth transitioning out of state institutional settings

Deliverable Details			
Description		Status	YTD
Developing a plan to improve housing outcomes of youth transitioning out of state institutional settings, which may include changes to release practices, changes to release policies		GRB-funded and in progress	The GRB funded a new OYA Housing and Reentry Coordinator position to connect youth exiting state carceral settings to housing opportunities. In addition, OYA has a draft LC in place for expanding the Emergency Housing Account for Youth program to age groups that would include eligible youth exiting carceral settings.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Provide information on LC and POP during legislative session to interested parties and coordinate the legislative process to ensure the LC moves through appropriate committees as determined by the Governor.	Monitor progress of LC and POP and final status at the end of legislative session.	Initiate process with OYA financial services and human resources for approval to hire new position. Determine implementation steps for LC, if passed.	Prepare an onboarding plan for new position.

- f) Developing a plan to improve housing outcomes of youth transitioning or aging out of foster care which may include changes to program practices and/or policies

See Pillar 3, Youth, Deliverable d (above)

- g) Maintaining the on-going services funded through youth programs administered during the 23/25 biennium and explore aligning potentially duplicative elements of these programs.

Deliverable Details		
Description	Status	YTD
Maintaining the on-going services funded through youth programs administered during the 23/25 biennium, including Emergency Housing Account (EHA) for	GRB-funded and complete	The GRB funds the maintenance of ongoing services in the Youth Experiencing Homelessness Program administered by ODHS.

youth, youth experiencing homelessness program (YEHP), long term rental assistance for youth (RAY). Explore aligning potentially duplicative elements of these youth focused programs.		ODHS staff have continued conversations with Oregon Housing and Community Services (OHCS) about opportunities for alignment between YEHP, the Youth Emergency Housing Assistance (YEHA) program, and the long-term rental assistance for youth (RAY) program. Because ongoing investments for YEHA and RAY were not included in the OHCS agency request budget, it is our understanding that these programs will sunset once their one-time pilot funding has been exhausted, making alignment efforts with YEHP irrelevant.	
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
N/A	N/A	N/A	N/A

### **Adults exiting the criminal justice system:**

- a) Creating equitable housing outcomes for adults exiting the criminal justice system

Deliverable Details			
Description		Status	YTD
Creating equitable housing outcomes for adults exiting the criminal justice system.		In progress	The technical assistance provided in the Zero Returns to Homelessness (ZRH) Cohort through the CSG has a component related to equitable access to housing resources and DOC has partnered with the Multnomah County Homeless Response system wherein we will be able to utilize data collected under their framework to improve DOC systems. The existing infrastructure of data capabilities through Multnomah County will help inform outcomes. Until such a time, DOC can track housing related outcomes internally.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Initial equity outcomes review completed. Initial convening of the ZRH Cohort to review DOC housing map.	Develop agency recommendations and identified data metrics.	Continue convening ZRH Cohort.	Develop continuum of care plan for Housing Coordination.

- b) Establish a method and coordinated standards for tracking housing outcomes for adults transitioning out of the criminal justice system, which may include any necessary coordination with local or regional entities for data collection

**See Pillar 3, Adults Exiting Criminal Justice System, Deliverable a) (above)**



- c) Analyzing existing release practices and exits from carceral settings or facilities to inform recommendations to change release practices to improve housing outcomes

Deliverable Details			
Description		Status	YTD
Analyzing existing release practices and exits from carceral settings or facilities to inform recommendations to change release practices to improve housing outcomes.		GRB-funded and in progress	<p>The GRB funded regionally based housing coordinators and transition coordination services to equitably enhance the housing support for each AIC releasing from a DOC facility.</p> <p>DOC is concluding an internal assessment and mapping of all existing housing release planning practices for all releasing AICs. The next phase will be reviewing the critical junctures of housing and release to bring to the ZRH technical assistance cohort to inform housing release practices. This evaluation will inform and create DOC’s “housing plan” by helping identify the statewide available resources to support housing for those exiting incarceration.</p>
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Initial equity outcomes review completed. Initial convening of the ZRH Cohort to review DOC housing map.	Develop agency recommendations and identified data metrics. Finalize ongoing analysis of positions. Align scope with Medicaid 1115 Waiver initiative and WorkSource Initiative.	Hire positions. Continued engagement with ZRH.	Develop quality assurance plan for transition services.

- d) Implementing a "housing plan," which would explore viable housing opportunities ahead of release or discharge as part of release procedures for each adult exiting the criminal justice system

**See Pillar 3, Adults Exiting Criminal Justice System, Deliverable c) (above)**

- e) Developing a plan to improve housing outcomes of people exiting the criminal justice system which may include additional changes to release practices, changes to release policies

**See Pillar 3, Adults Exiting Criminal Justice System, Deliverable c) (above)**

f) Explore changes to the “Valid with Previous Photo” program

Deliverable Details			
Description		Status	YTD
Explore changes to the “Valid with Previous Photo” program to allow for DMV to issue IDs with current photo or to provide other opportunities for an updated photo to adults exiting the criminal justice system immediately upon release or discharge to reduce barriers to accessing housing.		GRB-funded and in progress	The GRB funded the DMV in a Box program and OT staffing funds to take photo and issuance capability into prisons so AIC’s who are preparing to release, and who are not able to use the existing VWPP process, to obtain ID prior to reentering community. Preparing for the IT work – progressing through DMV’s User Council to analyze and prioritize the effort. Procurement preparation has begun, both to prepare amendment to contract with existing vendor and considered for upcoming RFP for potential new vendor.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Draft implementation plan complete. Using draft implementation plan, for DOC facilities map physical location for staff and portable unit at each site; determine Internet accessibility or needs; determine method for staff access (e.g. background checks); determine need for any DOC-specific training. Continued outreach to State Hospital for more specific needs.	Using draft implementation plan, for State Hospital map physical location for staff and portable unit; determine Internet accessibility or needs; determine method for staff access (e.g. background checks); determine need for any State Hospital-specific training.	Complete contract amendment negotiations. Complete purchase order for units. Begin OAR drafting (amendments or new) for new body of work.	N/A

Veterans:

a) Assessing veterans’ eligibility across state funded and federally funded programs

Deliverable Details		
Description	Status	YTD
Assessing who is eligible for veteran services funded through either federal or state sources, if veteran status is defined differently across state programs, and if eligibility requirements preclude participation in any of the ODVA-administered programs	Complete	This analysis was completed and submitted by ODVA on October 31, 2024.

b) Explore expanding the ODVA Incarcerated Veterans services to additional facilities

Deliverable Details			
Description		Status	YTD
Explore expanding the ODVA Incarcerated Veterans services to additional ODOC facilities, including anticipated housing outcomes associated with the recommended investment level		GRB-funded and in progress	The GRB funds an expansion to the Incarcerated Veterans program to additional ODOC facilities across the state, which includes educating selected Veterans in custody on state and federal-earned Veterans’ benefits. Those trained would then assist other Veterans in custody by providing information and assistance with applying for veterans’ benefits. Those Veterans trained to do this work would also receive work benefits within ODOC.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
N/A	N/A	ODVA will begin the recruitment process in July 2025 to fill this position.	The person hired would develop and implement a training program in the Fall of 2025, in consultation with ODOC, which would scale up the existing program.

c) Assess the feasibility of tracking housing outcomes for veterans

Deliverable Details			
Description		Status	YTD
Assess the feasibility of tracking housing outcomes and connections to other state and federal veterans’ benefits for veterans housed in state-funded housing		In progress	ODVA currently reports on percentage of veteran homeless households who exited into permanent housing and retained that housing for 6 months or longer using data provided by OHCS. ODVA will work to identify how coordinate eligible benefits with veterans housed.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
ODVA will develop recommendations and incorporate findings from Deliverable a).	GO will facilitate coordination between ODVA recommendations and OHCS housing opportunities to identify next steps.		

d) Set-asides for veterans in state-funded shelters or housing

Deliverable Details		
Description	Status	YTD
Develop a plan to include set-asides for veterans, including women, LGBTQIA+,	In progress	OHCS is currently compiling information and data for the Joint Report on Veterans' Housing Programs which will describe expenditures

and formerly incarcerated veterans, in state-funded shelters or housing.		related to veterans’ housing programs, initiatives to enroll veterans in housing programs and identify veterans who are homeless or at risk of homelessness and coordination among state and local agencies on veterans’ housing programs. The results of this report will inform next steps regarding set-aside planning. The shelter workgroup co-convened by Representative Pam Marsh and the Governor’s Office identified current limitations around our ability to obtain an accurate count of existing set aside beds for any specific population, including veterans. The data subgroup formed a recommendation to include qualitative data elements in reporting requirements that would better capture existing set aside capacity.	
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Analyze data from Joint Report and recommendations from shelter workgroup.	Coordinate with milestones for the tiered PSH program framework deliverable.	N/A	N/A

- e) Explore a program that provides one-time funding or grants to incarcerated veterans prior to release with existing housing related debt to reduce barriers to accessing housing and improve housing outcomes

Deliverable Details			
Description		Status	YTD
Explore a program that provides one-time funding or grants to incarcerated veterans prior to release with existing housing related debt to reduce barriers to accessing housing and improve housing outcomes		GRB-funded and in Progress	The GRB funds additional staff resources and grant funding to expand the Incarcerated Veterans program.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
N/A	N/A	Begin hiring the staff person to distribute additional funding from the program.	N/A

- f) Analyze existing successful veteran permanent supportive housing and transitional housing to inform the development of a veteran specific strategy within the permanent supportive housing program framework above.

See deliverable Pillar 2, PSH, b).

## Pillar 4: Cross System Alignment

- a) Developing a framework for consistent policies and practices across state agencies that own or manage land regarding how to connect people experiencing unsheltered homelessness on the land or property to services such as housing, navigation, or street outreach. Survival activities may mean camping or other forms of unsheltered homelessness.

Deliverable Details			
Description		Status	YTD
		In progress	OPRD drafted a work plan that includes building a SharePoint site that would serve as a reference guide for state employees. The site will have information and material ranging from food and shelter resources to state employee training materials and links. Information will be broken down by county across the state and will also house a map of state owned/managed lands with specific agency contact information by location.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
ICH Workgroup reviews SharePoint progress – assess relevant information related to agency resources. OPRD will map state owned or managed land.	ICH Workgroup reviews SharePoint progress. Test run with field staff across agencies. Modify site as needed.		

- b) Analyzing the status quo of state contract requirements of Coordinated Care Organizations (CCOs) and Community Mental Health Programs (CMHPs)

Deliverable Details		
Description	Status	YTD
Analyzing the status quo of state contract requirements of Coordinated Care Organizations (CCOs) and Community Mental Health Programs (CMHPs) to understand current requirements to provide health and behavioral health services to people experiencing homelessness where they are in the housing to homelessness continuum	Complete	OHA completed a status quo assessment of the CCO and CMHP state contract process.

- c) Analyzing the status quo of CCO, CMHP, and Federally Qualified Health Center (FQHC) practices to identify promising practices

Deliverable Details			
Description		Status	YTD
Analyzing the status quo of CCO, CMHP, and Federally Qualified Health Center (FQHC) practices to identify promising practices to support expansion of provision of health and behavioral health services to people experiencing homelessness where they are in the homelessness to housing continuum		In progress	OHA will be identifying best practices for CCO and CHMPs and conducting a status quo analysis for FQHCs.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
OHA produces a second draft (V2) of the CFAA contract after DOJ review for county/CMHP counsel(s) review and comment.	Final revisions incorporated (V3), DOJ final review, and CFAA amendment language is out (at least 90 days prior to signature) to counties/CMHPs.	N/A	N/A

- d) Analyze best practices of local and national strategies that maximize billable services

Deliverable Details			
Description		Status	YTD
Analyze best practices of local and national strategies that maximize billable services to provide health and behavioral health services to people experiencing homelessness where they are on the homelessness to housing continuum.		In progress	The goal of the Behavioral Health pilot under deliverable f) below is tied very closely to assessing national strategies, and these two deliverables align for project milestones. OHCS will also be using this best practice analysis to inform the tiered PSH program framework in Pillar 2.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
N/A	N/A	N/A	N/A

- e) Identify high priority shelters or transitional housing to pilot enhanced coordination with CCOs for the purpose of providing health and behavioral health services on site (e.g., medical respite model)

Deliverable Details		
Description	Status	YTD
As part of the homelessness state of emergency (EO 24-02), working with multi agency coordinating groups (MACs) that we stood up as homelessness response infrastructure to identify high priority	In progress	OHCS has identified an initial list of potential shelters to convene for an in-depth exploration of barriers and best practices for health and behavioral health alignment. Rather than creating a new pilot, OHCS

shelters or transitional housing to pilot enhanced coordination with CCOs for the purpose of providing health and behavioral health services on site (e.g., medical respite model). Identify how those supports and services can be paid for, including exploring how to maximize Medicaid reimbursement.		believes that conducting interviews and analysis with sites that already provide connections to health-related services will yield direct and real-time insights for future implementation.	
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Finalize list of shelter providers and regional coordinators to engage for deeper analysis.	Finalize method for engagement with partners, potential to contract with an academic partner to conduct the interviews and write up the findings.	Conduct interviews with providers to identify best practices, barriers for more robust partnerships at shelters.	Release preliminary findings and lessons learned.

f) Develop a Behavioral Health and Homelessness pilot

Deliverable Details			
Description		Status	YTD
As part of the Homelessness State of Emergency (EO 24-02) implementation, develop a Behavioral Health and Homelessness pilot to support local alignment of behavioral health and homeless services to support re-housing households with behavioral health needs.		In progress	OHCS designed a Behavioral Health Pilot and released a competitive application process. After receiving approval of the recommendations, OHCS will proceed to fund the selected projects.
Upcoming 2025 Deliverable Milestones			
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Finalize contracting process for selected projects.	Initial phase of pilots, beginning to convene regular engagements with pilot sites with TA to support documentation of learnings and growth.	N/A	Initial year 1 report on BH pilot findings, and learnings. Focus on how to incorporate pilot action into other projects.



## Appendix A: Homelessness Response Framework Deliverable Status

Table 1: Deliverable Status and Expected Completion Date

Pillar	Deliverable Details	Status	Expected Completion Date
Pillar 1	a) Aligning how outcomes are defined (cross-jurisdictional)	In progress	2025 Q1
	b) Reporting statewide outcomes (cross-jurisdictional)	In progress	2025 Q4
	c) Setting outcomes for state investments (2023-25 biennium)	In progress	2025 Q4
	d) Outcomes-oriented budget development (2025-27 biennium)	Complete	N/A
	e) Data collection improvements	GRB-funded and in progress	2026 Q4
	f) Data sharing improvements	In progress	2026 Q1
	g) Culturally specific provider capacity	In progress	2025 Q4
Pillar 2	Shelter and Transitional Housing:		
	a) Maintenance of shelter beds created through state investments during the 2023-25 biennium	GRB-funded and complete	N/A
	b) Developing a program framework to create a housing focused state shelter program	In progress	Dependent on LC
	c) Assessing current geographic and population specific inequities in the emergency shelter and transitional housing systems	In progress	2025 Q4
	Permanent Supportive Housing		
	a) Align key outcome metric for PSH	In progress	2025 Q1
	b) Developing a program framework to create a tiered PSH program	In progress	2027 Q4
	c) Assessing current geographic and population specific inequities in the supportive housing systems	In progress	2025 Q4
	Re-Housing:		
	a) Creating two distinct re-housing programs	In progress	2025 Q4
Pillar 3	Youth:		
	a) Creating equitable housing outcomes for programs serving youth and families with children	In progress	2025 Q4
	b) Creating recommendations to change release practices for youth in carceral settings to improve housing outcomes	In progress	2025 Q4
	c) Develop a method and coordinated standards for tracking housing outcomes for youth exiting or transitioning out of state carceral settings or aging out of foster care.	In progress	2026 Q4
	d) Implementing a “housing plan” as part of transition procedures for each youth exiting state institutional settings or aging out of foster care	In progress	2025 Q4

	e)	Developing a plan to improve housing outcomes of youth transitioning out of state institutional settings	GRB-funded and in progress	2025 Q4
	f)	Developing a plan to improve housing outcomes of youth transitioning or aging out of foster care which may include changes to program practices and/or policies	GRB-funded and in progress	2025 Q4
	g)	Maintaining the on-going services funded through youth programs administered during the 23/25 biennium and explore aligning potentially duplicative elements of these programs	GRB-funded and complete	N/A
	Adults Exiting the Criminal Justice System:			
	a)	Creating equitable housing outcomes for adults exiting the criminal justice system	In progress	2025 Q2
	b)	Establish a method and coordinated standards for tracking housing outcomes for adults transitioning out of the criminal justice system	In progress	2025 Q4
	c)	Analyzing existing release practices and exits from carceral settings or facilities to inform recommendations to change release practices to improve housing outcomes	In progress	2025 Q4
	d)	Implementing a “housing plan,” which would explore viable housing opportunities ahead of release or discharge as part of release procedures	In progress	2025 Q4
	e)	Developing a plan to improve housing outcomes of people exiting the criminal justice system	In progress	2025 Q4
	Veterans			
	a)	Assessing who is eligible for veteran services funded through either federal or state sources	Complete	N/A
	b)	Explore expanding the ODVA Incarcerated Veterans services to additional facilities	GRB-funded and in progress	2025 Q4
	c)	Assess the feasibility of tracking housing outcomes for veterans	In progress	2025 Q2
	d)	Set-asides for veterans in state-funded shelters or housing	In progress	2025 Q2
	e)	Explore a program that provides one-time funding or grants to incarcerated veterans prior to release with existing housing related debt to reduce barriers to accessing housing and improve housing outcomes	GRB-funded and in progress	2025 Q3
	f)	Analyze existing successful veteran permanent supportive housing and transitional housing to inform the development of a veteran specific strategy within the permanent supportive housing program framework above	In progress	2025 Q4
Pillar 4	a)	Developing a framework for consistent policies and practices across state agencies	In progress	2025 Q2

	that own or manage land regarding how to connect people engaging in survival activities on the land or property to services		
	b) Analyzing the status quo of state contract requirements of Coordinated Care Organizations (CCOs) and Community Mental Health Programs (CMHPs)	Complete	N/A
	c) Analyzing the status quo of CCO, CMHP, and Federally Qualified Health Center (FQHC) practices to identify promising practices	In progress	2025 Q2
	d) Analyze best practices of local and national strategies that maximize billable services	In progress	2025 Q4
	e) Identify high priority shelters or transitional housing to pilot enhanced coordination with CCOs for the purpose of providing health and behavioral health services on site (e.g., medical respite model)	In progress	2025 Q4
	f) Develop a behavioral health and homelessness pilot	In progress	2025 Q4