

Executive Order 23-03 Implementation Report: Directing State Agencies to Prioritize Reducing and Preventing Homelessness

Governor’s Office Resource
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Introduction

Governor Kotek issued Executive Order 23-03 on January 10, 2023, as part of a suite of executive orders designed to address the housing and homelessness crisis in the State of Oregon defined by unsheltered homelessness, and an acute shortage of housing units. EO 23-03 directed all state agencies to prioritize reducing sheltered and unsheltered homelessness in all areas of state within their existing statutory authority and budgets. According to the 2023 Point in Time Count conducted in January 2023 prior to the Governor's suite of executive orders, there are over 20,000 people experiencing homelessness across the State of Oregon. To coordinate agency implementation of this order, the Governor's Office initiated a robust evaluation of programs to better understand opportunities to optimize resources, improve program effectiveness and ultimately reduce and prevent homelessness statewide. The program evaluation resulted in a set of objectives to achieve the goals of the executive order by aligning and closing gaps in homelessness-related programs across state agencies. By taking steps to improve program effectiveness and accountability, the state can more effectively achieve the outcomes that Oregonians want to see, and people experiencing homelessness deserve: a reduction in homelessness across the state.

Background on the Homelessness to Housing Continuum

As previously stated, the Governor signed Executive Order 23-03 along with two other executive orders in January 2023 to address the state's housing and homelessness crisis. Expanding housing options and increasing housing affordability are critical to ending homelessness and this suite of executive orders aim to strengthen coordination and collaboration with local partners to achieve a cohesive homelessness to housing continuum. This continuum includes, and is not limited to, services and programs that fall into the following categories: shelter, transitional housing, re-housing, navigation services, street outreach, supportive housing, and homelessness prevention.



Providing specific services to vulnerable populations and understanding where the greatest needs exist is paramount to helping households and individuals exit homelessness to housing.

Within the context of this work and for the purpose of understanding this document, below are key definitions within the homelessness to housing continuum:

Shelter: programs that provide funds for shelter production and operations, and the transitional housing category includes programs that provide funds for or directly administer temporary housing for people experiencing homelessness, people seeking temporary shelter, or those experiencing a crisis.

Re-housing: programs that provide funds for or directly administer temporary rental assistance for housing placement or to help people gain housing.

Navigation services: programs that provide funds for or staff positions to help people navigate various housing options and determine housing placement through implementing a housing plan, finding adequate housing, coordinating moves, or helping to overcome barriers to accessing housing.

Street outreach: programs include funds for or directly administering outreach to connect people engaging in survival activities to eligible services that provide shelter, health care, housing, or other needs.

Supportive housing: defined as affordable housing available through single site or community placements with rental subsidies that includes on-site or mobile care-related services such as behavioral health, substance use disorder, or mental health services.

Homelessness prevention: programs such as rental assistance or eviction protection that keep people stabilized in their homes.

Process and Engagement

To understand how to improve housing stability outcomes, the Governor's Office embarked on a landscape analysis of homelessness-related programs in state government. The Governor's Office started this work by collaborating with state agencies to map the current system of major policies and programs that impact homelessness. This initial mapping exercise resulted in a clearer picture of the current state of homelessness programs administered by the State of Oregon: we currently have 91 different programs administered by 17 different agencies with abundant opportunities for increased alignment and coordination. The Governor's Office worked with state agencies to get a better understanding of program eligibility requirements, procurements processes, and program barriers for these 91 programs. Additional state agencies were engaged in a high-level mapping exercise to understand gaps in service delivery, relationship to other existing programs, and to get clarity on the referral processes across agencies. The Governor's Office also worked with agencies to identify opportunities for of alignment, gaps across service delivery, and other potential improvements necessary to achieving the goals of Executive Order 23-03. Through this collaborative work, the Governor's Office gained an understanding of current gaps in services and program evaluation, where programs overlapped in services provided and eligible populations, and challenges faced by program staff and service providers in administering needed services.

This internal process resulted in a set of initial recommendations that the Interagency Council on Homelessness ICH will further develop for the Governor's consideration. The ICH will collaborate and engage with local partners, community-based organizations, and the nine federally recognized tribes to understand implementation feasibility, unintended consequences, and ensure that feedback is incorporated into the process.

Current System Mapping: Challenges

The State of Oregon currently has 91 different programs that provide resources to support core homeless services in the state including: homelessness prevention, shelter, transitional housing, rehousing, permanent supportive housing, local coordination, and navigation services. The program evaluation identified the following broad categories of key challenges and barriers of current state programs in more effectively reducing and preventing homelessness:

Lack of Cohesive Housing Stability-Focused and Racially Equitable Outcomes:

- The State has historically made one-time or inconsistent investments for homelessness-related programs
- Resources and programs are not allocated or developed with statewide equitable outcomes for homelessness in mind
- Housing-focused outcomes often do not specifically include advancing racial equity

Fragmentation and Duplication of Programs:

- Services provided through state programs are fragmented across many state agencies
- People experiencing houselessness must navigate various programs and submit multiple applications or get several referrals to receive the services needed to exit homelessness
- Some programs are unintentionally duplicated across agencies due to lack of coordination, leading to inefficiency in use of state funds

Gaps in Coordination of Programs:

- Policies and regulations impacting people experiencing homelessness are developed within each responsible state agency receiving the funding with associated legislative direction, with a lack of coordination with other existing programs or policies
- Lack of alignment for similar programs creates difficulty for program recipients or eligible populations trying to navigate and understand what resources they can access to meet their needs
- Lack of state system alignment with local or regional entities leads to further gaps in coordination, impacting the effectiveness of the continuum and continuity of services throughout the state

Complex Procurements Processes:

- The procurements process varies across state agencies, leading to additional challenges for service providers to gain access to funding and administer needed services
- Service providers applying to multiple contracts or grants experiences greater administrative burden, which also impacts agency staff
- Most state programs directly pass state or federal funding to local jurisdictions or organizations to redistribute to contractors or grantees, and it is unclear if funding is directed to services most needed by specific populations or especially vulnerable populations
- Barriers in the procurements process impact how existing providers and new culturally specific providers can apply for and receive funding to expand culturally responsive services to communities in need of them

Patchwork Funding Distribution:

- The state does not have a coordinated funding distribution approach across all programs, which limits our ability to ensure that resources are collectively being distributed in a way that is responsive to need, advances racial equity, and more effectively reduces homelessness
- While specific funding models may work better than others, varied funding distribution often results in service providers having to apply for multiple contracts or grants to receive the funding necessary to address the overall need for a service, compromising outcomes
- Some programs that deliver shelters, transitional housing, or permanent supportive housing require match funding for applicants to receive funding distributed by the state agency, creating an additional challenge to find a match funding source

Need for Data Collection and Accountability:

- Programs administered by the state need to collect and analyze data to track performance of the program or whether the program achieves desired outcomes
- Most programs across the state do not yet collect and analyze race and/or ethnicity to ensure that people of color experiencing homelessness are receiving services to address these disparities
- Program staff collect and store data in a multitude of ways, making it more difficult to compare across datasets and find out whether a service or program is effectively reducing homelessness

Roadmap Objectives

To address the challenges in our current system and improve homelessness outcomes across the State of Oregon, the Governor’s office has put forward a roadmap with clear objectives towards reducing homelessness that agencies will be held accountable to through the Interagency Council Homelessness. This is in recognition that we need all hands on deck to reduce homelessness and that local governments, providers and community-based organizations bring invaluable decades of expertise, institutional knowledge and lived experience and know what is needed to address this crisis. The Interagency Council on Housing will transform this roadmap into a clear action plan containing short-term and long-term actions for the Governor’s consideration to achieve the following objectives:

- **Define statewide outcomes and goals that drive program implementation:** Establish statewide equitable outcomes and goals to reduce homelessness and drive decision-making on program development and prioritization of funding across the state enterprise.
- **Strengthen programs providing services to people experiencing homelessness across the enterprise:** Align and strengthen existing programs providing services to unhoused people or people at risk of homelessness to the greatest extent possible to strengthen the homelessness to housing service continuum in the state and reduce unnecessary program duplication. Work with state and local partners to improve local and regional coordination of programs and funding leading to better housing outcomes for individuals interacting with different levels of government.
- **Advance racial equity and share progress towards equitable goals:** Improve transparency about what the homelessness system looks like statewide and inform any future efforts to expand the system in a way that increases geographic equity in service availability, reduces racial disparities, and advances more equitable outcomes for Black, Indigenous, Native Hawaiian or Other Pacific Islander persons, and people of color, people with disabilities, youth, LGBTQIA+ people, older adults, and historically and currently underserved people.
- **Reduce barriers for service providers:** Improve the administration of homeless service programs to reduce unnecessary barriers for service providers, increase the efficiency of state program administrators, and improve the experience of people experiencing homelessness who are accessing resources. Focus on building the capacity of and addressing challenges for culturally-specific service providers by creating a more inclusive process for accessing state resources.
- **Evaluate programs and improve transparency:** Improve data systems to allow the state to understand and transparently communicate the impact of state investments on individual housing outcomes and support continuous program improvement to address a changing at-risk or unhoused population.
- **Improve how people exiting state institutional settings and systems of care access the housing continuum:** Expand housing choices and strengthen the effectiveness of navigation services for people transitioning out of state institutional settings and systems of care.
- **Coordinate across agencies:** Improve alignment of programs and policies across all state agencies, especially between the homelessness system and the human services, health care and behavioral health systems to ensure people experiencing homelessness are more effectively connected to services for which they are eligible.

Scoping for Implementation

The Interagency Council on Homelessness will create a draft scope of work for the Governor’s consideration by April 1, 2024, to achieve the objectives above. The initial recommendations (see below,) which were identified during the program evaluation process during EO 23-03 implementation, will inform the ICH scoping work. In scoping this work, the ICH will provide opportunities for stakeholder feedback prior to submitting scopes of work to the Governor and will consider implementation feasibility and anticipated timelines of actions included in the scope. The following table includes workgroups and action items for each roadmap objective:

Table 1: Roadmap Objectives and Workgroups for Implementation

Roadmap Objectives	Work Groups	Work Group Projects	Work Group Outcomes
Strengthen Programs Providing Services to People Experiencing Homelessness Across the Enterprise	Core Infrastructure	Shelter and Transitional Housing	Improve system alignment by: <ul style="list-style-type: none"> - Mapping the current system - Identifying the system gaps - Developing core program standards and policies - Developing and implementing plan to align duplicative programs - Developing housing specific equity outcomes for each core program and service
		Re-Housing	
		Navigation Services and Street Outreach	
		Supportive Housing	
		Prevention	

		Regional/local coordination	
Reduce Barriers for Service Providers	Administrative Improvements	Procurements Process Improvements	Develop strategy to increase culturally specific provider capacity
Define Statewide Outcomes and Goals that Drive Program Development			Reduce contracting and procurement barriers
			Develop proposal for unified grant application process
Advance Racial Equity and Share Progress Towards Equitable Goals		Data Management and Governance	Develop a comprehensive data dictionary, standards, and practices (enterprise wide)
			Develop a coordinated data management system to help inform decision making
Evaluate Programs and Improve Transparency	Outcomes-Oriented Program Development	Create governance and data sharing agreements to develop a data trust	
		Outcomes driven program administration	
			Outcomes driven funding strategies (enterprise wide)
Improve How People Exiting State Institutional Settings and Systems of Care Access the Housing Continuum	Service Coordination	Improve Housing Outcomes for People on State-Owned or Managed Property	Develop policy to connect people engaging in survival activities on state owned/managed land to housing
		Improve Housing Outcomes for People in State Systems of Care	Develop and implement strategies to improve housing outcomes for people transitioning out of state institutions/systems of care
Coordinate Across Agencies	Cross System Alignment	Behavioral health, human services, and homelessness system alignment	Develop strategies to improve outreach by and connection to behavioral health and human services systems to meet people experiencing homelessness where they are in the continuum

Analysis and Initial Recommendations

Following the program evaluation process, the Governor’s Office analyzed the information received from program staff to identify overlap, gaps in service delivery, and other issues or challenges in program administration or understanding program outcomes. The following preliminary recommendations address the key issues and challenges described in program evaluation responses and identify areas of coordination for state agencies to ensure a holistic approach to prioritizing the reduction of homelessness across the state. These recommendations reflect challenges and issues expressed by program staff. The Governor’s Office engaged with stakeholders in the development of the roadmap objectives and looks forward to feedback on the initial recommendations that ICH will be considering below. Subsequently, the Governor’s Office and Interagency Council on Homelessness (ICH) will engage with stakeholders to get feedback on these recommendations and will consult with the nine federally recognized tribes to ensure input at every stage of the process. The initial recommendations will inform the ICH development of a proposed action plan for the Governor’s consideration. The table below describes an overview of the recommendations and further details about the analysis informing each recommendation follows the table. Case studies and examples from other jurisdictions are also included.

Table 2: Executive Order 23-03 Internal Recommendations

Recommendation	Recommendation Detail	State Agencies Involved
Priority Recommendations		
Align Overlapping Programs Offering the Same Services	Explore the alignment of potentially duplicative programs with a focus on, but not limited to, the following categories: Youth programs offering rental assistance and housing placement,	Relevant Agencies

	production, and operations of shelters for homeless youth, temporary rental assistance programs, and programs providing housing supports for formerly incarcerated persons.	
Create Coordinated Best Practices for Agencies Managing State-Owned Land or Property	Agencies with policies or regulations for state-owned land or property can improve housing outcomes for people engaging in survival activities by developing best practices for connecting people in need of services to local partners or other state programs (i.e., create coordinated state guidance on how to proceed when people overstay camping limits or how to connect people using state facilities as day shelter to services they may need).	Department of State Lands, Department of Fish and Wildlife, Parks and Recreation Department, Columbia River Gorge Commission, Department of Forestry, Marine State Board, Department of Transportation, State Library Existing Workgroups: Natural Resource Cabinet
Improve Housing Outcomes for People Exiting State Institutions	Improve the connections to housing for people exiting state institutions, such as the State Hospital, foster care, correctional facilities, and other institutional settings. By requiring a housing plan, the state can reduce the number of instances in which a person exits a state system of care and enters houselessness.	Board of Parole and Post-Prison Supervision, Department of Justice, Department of Corrections, Oregon Youth Authority, Youth Development Division Existing Workgroups: Governor's Re-entry Council
Reserve Spaces in Shelter, Transitional, and Permanent Housing Production for State Programs	Consider strategies that reserve spaces in shelter, transitional, or permanent housing funded by state resources for placement of individuals exiting state systems (i.e., correctional facilities, foster care, juvenile justice systems, nursing facilities, acute care hospitals) to help address the housing shortages that impact the success of navigation services. Ensure that people exiting state systems of care are connected to the appropriate on-site services through this model.	Department of Human Services, Housing and Community Services, Oregon Health Authority, Business Oregon, Oregon Youth Authority, Youth Development Division, Department of Justice, Department of Corrections, Criminal Justice Commission
Review Pass-Through Funding to Address Housing Needs	For programs that give districts or other local agencies the authority to determine uses of funds or selection of services distributed to eligible households, explore methods to ensure housing outcomes are considered.	All relevant agencies
Opportunities to Fill Gaps in Programs		
Integrate Needed Services and Housing	Encourage collaboration between agencies responsible for housing production and those providing essential services like behavioral health, mental health, and substance use treatment.	Department of Human Services, Housing and Community Services, Oregon Health Authority
Increase Cultural Responsiveness and Capacity	Develop initiatives aimed at training service providers throughout the state to be culturally responsive.	All relevant agencies
Coordinate Oversight and Regulations for all Shelters	Three separate state agencies oversee regulations for shelters and do not currently coordinate on transition between shelter types or supportive services. Coordinating oversight and regulations for all shelters creates better consistent standards of operation and connects shelter and housing to needed services.	Department of Human Services, Housing and Community Services, Oregon Health Authority
Identify Gaps in Existing Statutory and Budget Framework	Identify gaps in existing legislation and funding for needed production and essential services.	All relevant agencies
Data Needs and Standardization		
Improve Data Consistency and Accountability	Implement a robust data collection and evaluation system to track progress and measure the impact of homelessness reduction efforts. Include creating consistent definitions used across the state for commonly used language like supportive housing, navigation services, overcrowding, homeless youth, etc.	All relevant agencies
Use Data and Evidence to Make Decisions	Consider allocation of resources and/or development of new programs based on assessed need and the outcomes achieved, including racially equitable outcomes, in reducing homelessness. Use analysis of data to guide future policy decisions.	All relevant agencies
Integrate Case Management Across the State	Explore implementing a unified case management system that allows service providers to access client information and service history across agencies. Consider best practices from existing efforts, such as the ODHS ONE system, to inform next steps for this recommendation.	All relevant agencies
Procurements Process Improvements		

Create a Unified Grant Application Portal	Service providers can simultaneously apply for funding from all agencies for a type of service or program to administer for people experiencing homelessness.	Department of Administrative Services Existing Workgroups: Task Force on Modernizing Grant Funding and Contracting
Amend Contract Requirements to be More Inclusive	Reduce or remove prohibitive requirements from the procurements process that affects the number of service providers qualifying for funding to administer programs. Explore different methods of granting to help more culturally responsive providers become eligible for state funding sources.	Department of Administrative Services Existing Workgroups: Task Force on Modernizing Grant Funding and Contracting
Framework for Cohesive Program Development and Outcomes		
Develop Shared Goals and Metrics	Develop a set of shared goals and performance metrics that all agencies working on programs reducing homelessness can use to assess program effectiveness. This could include targets for shelter capacity, quality of services, and cost-efficiency. The first step is to engage in a comprehensive data gathering effort to identify unhoused population needs, including geographic and demographic trends.	All relevant agencies
Develop Equitable Outcomes to Address Racial Disparities	Directing program development and resources towards more equitable outcomes addresses racial disparities and other disparities in distribution of services and funds to reduce homelessness in underserved populations.	All relevant agencies
Framework for Funding Distribution		
Align Funding Streams and Improve Continuity for Funding Sources	Consider aligning funding streams to reduce redundancy and simplify the grant application process for service providers. Explore innovative strategies that create continuity for needed services.	All relevant agencies Existing Workgroups: ODHS Federal Funding Committee
Assess Impacts of Funding Match Requirements	For programs that require match funding, explore making changes to match requirements that reduce barriers and allow program applicants to continue to apply to and execute grants provided by the state.	All relevant agencies
Assess Performance-Based Funding Allocations	For programs that include formula-based funding allocations or a competitive funding cycle, consider an allocation process that rewards service providers meeting or exceeding performance measures and effectively reducing homelessness. Explore how this allocation model can continue to build trust and relationships with service providers and create equitable outcomes through funding distributions to culturally responsive services as well.	All relevant agencies

Appendix A: Initial Report Questions

The following questionnaire was sent out to state agencies in 2023 for further evaluation of programs impacting people experiencing homelessness or at risk of homelessness.

Program Evaluation Questionnaires:

EO23-03 Initial Report Follow-Up Template (Program Evaluation)

Thank you for providing an initial report on programs and services related to homelessness for Executive Order 23-03. Please be prepared to provide a response to the following questions for each program or service included in your initial report. Some of this information might have been provided in initial reports but may need additional clarification or more details.

Program Materials

For each program included in your initial report, and any additional programs indicated in the follow up email from the Governor's Office to your agency, please provide the following materials:

- Program guidelines
- Budget details (attached Excel spreadsheet template)

Program Overview

1. Please provide the following details for each program or service included in the initial report:
 - a. Please describe what the program or service provides (i.e., Compensation program for injured workers who have permanent work restrictions)
 - b. Eligibility requirements to access program or service, if applicable
 - c. Number of individuals and/or households served (overall and by service type)
 - d. Total number of people or households who qualify for the program or service, or the total demand for the service that is measurable (i.e., 800 households are eligible for the program or there are 340 foster youth in need of housing assistance)
 - e. Existing local or national standard for the program or service, if applicable (i.e., the American School Counselor Association recommends a ratio of one school counselor to 250 students)
 - f. Please describe any program barriers in accessing and/or delivering the service (i.e., if there aren't enough culturally responsive providers or there isn't enough funding to address overall need)
2. How does an individual or household in need access this service or program?

Program Outcomes

3. For each program and service, please provide a description of the intended outcome(s) and how the agency assesses whether the outcome(s) are being achieved (i.e., the program or service intends to prevent homelessness in veteran communities and the agency tracks the number of households who maintained their housing/avoided displacement as a result of receiving the service). If the program does not have outcomes or assessment of outcomes, please answer "none". Provide details for the following:
 - a. Are there housing stability outcomes? If yes, please describe.
 - b. Are there racial equity outcomes? If yes, please describe.

Data Collection

4. What is the data collected for the program or service?
 - a. Why is data collected (i.e., it is a federal requirement, to evaluate performance)
 - b. What data is collected?

- c. How frequently is data collected?
- d. How is the data stored (i.e., excel spreadsheet on local server, ArcGIS Online shapefiles)?
- e. Is data provided at a geographic level? If yes, please describe the most disaggregated level of data available.
- f. Does data collection include demographic details of program participants or service recipients? If yes, please include which demographic variables are collected (i.e., race/ethnicity, age, income)
- g. Does data show disparities in the populations served or the populations in need of the program or service?
- h. Does data show progress towards the outcome intended? If not, can data help identify program barriers that can be addressed through further program development?
- i. Does the agency evaluate the data? If yes, please describe the evaluation process and outcomes.

Contracts/Grants Process

5. Does the agency administer the program or does the agency allocate funding to other organizations to administer services (contracting, grants etc.)?
 - a. If the agency contracts with or provides grants to organizations, please describe the procurements process (i.e., NOFA process or RFP process, contract compliance requirements).
 - b. What compliance requirements do contractors or grantees have to meet to participate in the process (i.e., insurance minimums or certification requirements)?
 - c. What criteria does the agency use when evaluating funding proposals and/or making funding decisions?
 - d. Please describe how the program is monitored. What is the frequency and detail of reporting required from contractors/grantees?
6. Does this program have any requirements for contractors or grant recipients related to coordination with other agencies or programs? If yes, please describe.
7. How are funds distributed (i.e., lump sum, reimbursement, or fee for service)?

Duplication or Gap Analysis

8. Are there similar programs or services provided by other State agencies or entities that you are aware of?
 - a. If yes, how does the agency coordinate with other related programs or services?
 - b. Do you think there an opportunity to align similar programs? If yes, which ones?
 - c. If no, what specifically makes this an independent program (i.e., specific eligibility criteria)?
9. Are there any gaps in service or programs that you can identify? If yes, what is needed to address this gap (i.e., funding or changing program guidelines)?

Budget Template

Please fill out the provided Excel spreadsheet template for each program (details below):

Program Funding Sources

For each program, please provide the following details:

1. Agency Name and Agency Number
2. Name of Program/Service
3. Associated Guidelines (Are there ORS or Administrative Rules for the program or service?)
4. Fund Type (i.e., General Fund)
5. Funding source (Federal, State, Local, or combination of some or all of these – please be prepared to provide details on funding amounts and longevity of each funding source). What is the Federal source or State source (i.e., Medicaid, CDBG, Fees)?
6. Funding amounts by each separate source (total biennial budget or total amount available)
7. Length of time for each funding source

8. Length of time the program has been in operation
9. Indicate whether the funding is allocated to other organizations through contracts or grants

<u>Agency Name & Number</u>	<u>Name of Program</u>	<u>Associated Guidelines</u>	<u>Fund Type (GF, LF, FF, OF)</u>	<u>Funding Source</u>	<u>Total Amount</u>	<u>Length of Funding Source</u>	<u>Length of Program Operation</u>	<u>Contracts/ Grants? (Y/N)</u>
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Spending by Program

For each program, please provide the following details for the previous Fiscal Year or for the program to date (if program has been in operation for less than a year):

1. Agency Name and Agency Number
2. Name of Program/Service
3. Expenditure Category (i.e., Costs that are not direct service such as staff cost or administrative cost)
4. Expenditure Amount

<u>Agency Name & Number</u>	<u>Name of Program</u>	<u>Expenditure Category</u>	<u>Expenditure Amount</u>
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Contracts/Grants

For each grant or contract, provide the following details:

1. Agency Name and Agency Number
2. Name of Program/Service
3. Name of contractor/grantee
4. Service to be provided
5. Geographic area that the service is provided in (i.e., the name of the town or county)
6. Amount of total contract or grant/cost of services
7. Estimated time for the grant or length of contract:

<u>Agency Name & Number</u>	<u>Name of Program/ Service</u>	<u>Name of Contractor/ Grantee</u>	<u>Service Provided</u>	<u>Geographic Area of Service Coverage</u>	<u>Total Amount</u>	<u>Contract/G rant Start Date</u>	<u>Contract/G rant End Date</u>
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EO23-03 Initial Report Follow-Up Template (High-Level Mapping)

Thank you for providing an initial report on programs and services related to houselessness for Executive Order 23-03. Please fill out the following questions and provide relevant materials.

For each program included in your initial report, and any additional programs indicated in the follow up email from the Governor’s Office to your agency, please provide the following materials:

- Program guidelines

Program Overview

1. Please provide the following details for each program or service included in the initial report:
 - a. Please describe what the program or service provides (i.e., Compensation program for injured workers who have permanent work restrictions)
 - b. Please describe if the program interacts with other programs or agencies (i.e., refers people experiencing homelessness to ODVA programs)
 - c. Please describe any program barriers in accessing and/or delivering the service (i.e., if there aren’t enough culturally responsive providers or isn’t enough funding to address overall need)

Program Outcomes

1. For each program and service, please provide a description of the intended outcome(s) and how the agency assesses whether the outcome(s) are being achieved (i.e., the program or service intends to prevent homelessness in veteran communities and the agency tracks the number of households who maintained their housing/avoided displacement as a result of receiving the service). If the program does not have outcomes or assessment of outcomes, please answer "none". Provide details for the following:
 - a. Are there housing stability outcomes? If yes, please describe.
 - b. Are there racial equity outcomes? If yes, please describe.

Duplication or Gap Analysis

1. Are there similar programs or services provided by other State agencies or entities that you are aware of?
 - a. If yes, how does the agency coordinate with other related programs or services?
 - b. Do you think there an opportunity to align similar programs? If yes, which ones?
 - c. If no, what specifically makes this an independent program (i.e., specific eligibility criteria)?
2. Are there any gaps in service or programs that you can identify? If yes, what is needed to address this gap (i.e., funding or changing program guidelines)?

EO23-03 Initial Report Follow-Up Template (Process or Policy Questions)

Thank you for providing an initial report on programs and services related to houselessness for Executive Order 23-03. Please fill out the following question and provide relevant materials.

Processes or Policies

1. Are there any regulations, policies, or practices within your agency that impact the survival activities of houseless populations on state owned or managed property (i.e., camping restrictions or free digital access)?
 - a. If yes, please describe and provide a copy of the policy language.

Appendix B: Glossary

Alignment: In the context of this document, alignment means identifying the level of overlap or potential duplication between similar programs and determining whether programs need to be coordinated to create efficiency in program administration and reduce complexity of navigating eligibility and available funds for program recipients.

Duplication: When two or more programs provide the same services to the same eligible populations.

Fragmentation: When more than one state agency has programs addressing a broad area of need, such as when multiple agencies administer or fund programs providing rental assistance.

Houselessness to Housing Continuum: The continuum includes the following categories of programs that address achieving housing stability for people experiencing homelessness and those at risk of homelessness:

- Shelter: includes all programs that provide funds for shelter production and operations
- Transitional Housing: includes programs that provide funds for or directly administer temporary housing for people experiencing homelessness, people seeking temporary shelter, or those experiencing a crisis
- Re-Housing: includes programs that provide funds for or directly administer temporary rental assistance for housing placement or to help people gain housing
- Navigation Services: includes programs that provide funds for or staff positions to help people navigate various housing options and determine housing placement through implementing a housing plan, finding adequate housing, coordinating moves, or helping to overcome barriers to accessing housing
- Street Outreach: include funds for or directly administering outreach to connect people engaging in survival activities to eligible services that provide shelter, health care, housing, or other needs
- Supportive Housing: defined as affordable housing available through single site or community placements with rental subsidies that includes on-site or mobile care-related services such as behavioral health, substance use disorder, or mental health services
- Prevention: includes services such as rental assistance or eviction protection that keep people stabilized in their homes

Overlap: When two or more programs have similar program descriptions and services provided but may not have the same exact list of eligibility requirements. For example, when a program provides rental assistance and other eligible uses such as on-site health care attendants, and this program overlaps with a program providing just rental assistance.

Services: In the context of this document, services include broad categories of assistance for people experiencing homelessness or people at risk of homelessness, such as behavioral health services or street outreach services.