Appendix I
PSH Services: Guidelines, Delivery Structure and Eligible Activities
as of September 2022

Guidelines

Four core system-wide service delivery approaches which are expected to be utilized by service providers receiving JOHS funding for provision of PSH services:

- **Housing First and Low Barrier:** Housing First is an approach to quickly and successfully connect households experiencing homelessness to permanent housing without preconditions and barriers to entry.
- **Assertive Engagement:** (AE) is a synthesis of evidence-based practices adopted by Multnomah County that includes elements from Motivational Interviewing, Strengths-Based Practice, and Assertive Community Treatment. It is a person-centered and strengths-based social service approach to working with people that honors the individual as experts in their own lives.
- **Racial and Social Justice:** In order to end homelessness, we must acknowledge and address through our work the continuing role that structural and institutional racism play in causing significantly disproportionate rates of homelessness among Communities of Color. Eliminating these disparities requires an understanding among service providers of how historical and current structural, institutional, and personal racism shape the experiences and opportunities of People of Color in our community.
- **Culturally Responsive and Culturally Specific Services:** Supportive housing providers will be expected to deliver services in a Culturally Responsive and/or Culturally Specific manner, as those terms have been defined through a collaborative County-wide work group, led by the Multnomah County Chief Operating Officer and the Director of the Office of Diversity and Equity. These definitions realize the County's stated belief that **culturally responsive and culturally specific services eliminate structural barriers and provide a sense of safety and belonging which will lead to better outcomes**. For more detailed information on cultural specificity and responsiveness, please see Multnomah County's guidance on Culturally Specific Services.

More detail on these delivery approaches is described in Appendix J: PSH Definitions.

PSH services should take approaches consistent with existing community plans[1], guidelines[2] and quality standards:[3]

- Services adhere to the following core values[4]: Housing First and Low Barrier, Assertive Engagement, Racial and Social Justice, Culturally Responsive and Culturally Specific Services;
- Services are intensive, flexible, tenant-driven, voluntary, individualized, and intended to assist participants in gaining and maintaining long-term housing stability;
- Culturally-specific and culturally-responsive programs are accessible and available;
- Equitable access to resources is provided, as shown by rates of program participation and

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[1] Portland/Multnomah's 2000 Unit Supportive Housing Plan; Strategic Framework to Address Chronic Homelessness
[2] A Home for Everyone (AHFE) guiding values and principles; AHFE Community Program Guidelines
[3] CSH Dimensions of Quality for Supportive Housing
[4] Identified in the Joint Office of Homeless Services Homeless Adult System RFPQ for services (specifically for PSH services)

outcomes that are as good or better for communities of color;

- Services support tenant transitions, including more intensive supports as tenants' transition into and out of supportive housing; all efforts should be taken to minimize evictions;
- Services are delivered at times, locations and in manners that facilitate access;
- Entry to services is available through multiple front doors with appropriate linguistic supports;
- Staff supports tenants in developing and strengthening connections to their community
- Service Provider shall have a sufficient number of qualified staff to design, manage, coordinate and deliver services;
- All staff must demonstrate the expertise and capacity to serve all members in their programs;
- Services are well-coordinated, making use of cross-agency teams or programs when possible;
- Provider works to develop relationships with key community constituents, providers, hospitals, stakeholder agencies and community stakeholders to coordinate and continuously improve the service delivery system; and
- Project operations are managed through an effective partnership among the project owner and/or sponsor, the property management agent, the supportive services providers, the relevant public agencies, and the tenants.

Delivery Structure

Project development teams are encouraged to be creative in their chosen delivery method of supportive services, intentionally designing the structure to meet the needs of the target population(s) in the most effective manner, and according the service guidelines outlined above. PSH services can be structured in several ways:

- A dedicated single-service contract with one provider for all supportive services
- Service contracts with multiple agencies
- A multi-disciplinary team providing mobile services to this project and/or other projects
- Services leveraged through partnership
- A combination of the above

Eligible Activities

Households residing in PSH often require long-term, intensive supports to address a range of needs, including primary and behavioral health needs. **Baseline Services** are services that should be made available to all PSH participants. Many PSH participants will likely need the other services listed. Competitive project proposals should plan to provide and/or facilitate access to all listed services as needed. Services can be provided directly by the provider applicant, through sub-contracting and/or leveraged through partnerships and service networks.

Component	Service Menu	Baseline Service
Pre-Tenancy Housing Access	Project-specific outreach to potential tenants	X
	Housing application and qualification support, supporting reasonable accommodation requests and associated appeals, supporting resolving of household debts	X
	Arranging for and supporting details of move-in	X
	Liaising with property management	X
	Coordinated Access System referral and coordination	X
	Move-in costs: Security/utility deposits, furnishings, application fees, moving costs, short-term rental assistance	
	Culturally responsive/specific (including multi-lingual services)	X

Housing Retention & Tenancy Sustaining Services	New tenant orientation & tenant's rights education (in collaboration with property management)	X
	Assessments and participant-driven planning to meet tenant needs and secure long-term housing stability and reach goals	X
	Tenant-centered transition and housing plans that are updated at least annually	X
	Case management; supportive counseling targeted toward housing stability and permanency	X
	Income acquisition and improvement: facilitate access to gaining SSI/SSDI and other benefits; employment/vocational support	
	Assistance/support with activities of daily living	
	Support with improving independent living skills such as communication, financial management and credit counseling, nutrition and meal preparation, housekeeping, laundry, etc.	
	Health: community-based mental health and substance use services, mental health peer support, health care navigation; linkages to routine and preventative physical health care, assistance applying for medical benefits; consultation with mental health professionals when necessary	X
	Transportation support as needed	
	Services navigation and linkages to community and mainstream services	X
	Culturally responsive/specific services	X
	Support in identifying and engaging in opportunities for community connection	
	Legal services and eviction prevention	
	Crisis intervention and management (in collaboration with Resident Services)	X
	Transition planning for tenants who choose to no longer receive PSH services, who need a different PSH living situation, and/or those who transition to independent living	X
	Services for special populations (i.e. safety planning for DV survivors) as needed	
Provider Capacity, Project and Partnership Support	Coordination of project applicant referrals, including coordination with the Coordinated Access System(s)	
	Ongoing communications and coordination between property management and services provider(s) and/or between services provider agencies	
	Support creation of services contracts or agreements such as MOUs; other support and oversight needs related to services in the project	
	Lead operational service planning and launch of services	
	Support housing re-certification process	