

MEMORANDUM

TO: Clackamas County Board of County Commissioners (BCC)  
FROM: Rodney A. Cook, Director, Health, Housing & Human Services; Vahid Brown,  
Supportive Housing Services Program Manager  
RE: Supportive Housing Services FY 2021-2022 Annual Report  
DATE: November 22, 2022

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**Request:** Staff would like to provide its **annual report** to the BCC on on the Clackamas County Supportive Housing Services (SHS) program activities and outcomes from Fiscal Year 2021-2022. Information only, no decision needed.

The Clackamas County Supportive Housing Services (SHS) program, pursuant to its obligations under the Supportive Housing Services Intergovernmental Agreement, provides an annual report to the Metro SHS Regional Oversight Committee providing an update on program implementation. The report detailing the SHS program's activities and outcomes in Fiscal Year 2021-2022 is attached for your review. This memorandum is provided for informational purposes and staff is not seeking Board action.

**Report Summary:** The first year of Clackamas County's Supportive Housing Services (SHS) program was one of internal system development and capacity building. With historical and groundbreaking opportunities afforded by the SHS measure, the county faced an unprecedented challenge of expanding its limited infrastructure and capacity to meet the growing demands and needs for housing and homeless services.

In the first year, the county committed \$10.8 million for the launch of new programs and services across many programmatic areas. This included stabilizing two high-performing shelter programs, initiation of the program's permanent supportive housing service component, and procurements for new services to launch in the second year of the program. Approximately \$7.5 million in value, these procurements resulted in 14 contracts and mark the largest investment in housing and homeless services in the history of Clackamas County.

Expanding the county's network of housing and homeless services providers was an essential component of programmatic capacity building in the first year. Our emphasis was on expanding the number of culturally specific providers, since the county historically lacked such organizations within the housing services system. We successfully added three culturally specific organizations new to the county. In the second year, we will be adding an additional three culturally specific providers, two of which are new to Clackamas County.

We have made significant progress toward reaching many goals set forth in our Local Implementation Plan (LIP). With a projected budget of \$24 million, the LIP established ambitious goals. As it became clear that funding fluctuations would occur in the first year, the county recalibrated its budget to \$10 million to remain fiscally sound while building a sustainable SHS program. Even with this significantly revised budget, Clackamas County exceeded its year one goal for shelter and successfully placed 122 households (170 people) into permanent supportive housing, with long-term rent assistance and ongoing supportive services. Even more households are moving in this direction, with a total of 202 households approved for long-term rent assistance in the first year.

As we move forward into the second year of the program, the SHS program is ready to implement new services and expand existing ones. The first year marked the single largest investment in housing services in the history of Clackamas County, resulting in approximately \$7.5 million in new contracts for new and expanded services. These will launch in the first and second quarters of the second year, to be followed by additional procurements and further service expansion throughout year two.

**ATTACHMENTS:**

- Clackamas County Supportive Housing Services FY 2021-2022 Annual Report



# *Clackamas County* **Supportive Housing Services**

*FY 2021-2022*  
**Annual Report**

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# Executive Summary

The first year of Clackamas County's Supportive Housing Services (SHS) program was one of internal system development and capacity building. With historical and groundbreaking opportunities afforded by the SHS measure, the county faced an unprecedented challenge of expanding its limited infrastructure and capacity to meet the growing demands and needs for housing and homeless services.

The need to build a program from the ground up while ensuring expansion of stable and sustainable services was one of our biggest priorities. We emphasized rapid growth where possible and stabilization of services where necessary. This allowed the county to set a solid and secure foundation for the SHS program for years to come. Because capacity building is dynamic and often requires longer periods of time to achieve, the county took the long view, without losing sight of immediate needs.

In the first year, the county committed \$10.8 million for the launch of new programs and services across many programmatic areas. This included stabilizing two high-performing shelter programs and procurements for services to launch in the second year of the program. Approximately \$7.5 million in value, these procurements resulted in 14 contracts and mark the largest investment in housing and homeless services in the history of Clackamas County.

Expanding the county's network of housing and homeless services providers was an essential component of capacity building in the first year. Our emphasis was on expanding the number of culturally specific providers, since the county historically lacked such organizations within the housing services system. We successfully added three culturally specific organizations new to the county. In the second year, we will be adding an additional three culturally specific providers, two of which are new to Clackamas County.

While the county will make major investments in new services in the second year—such as eviction prevention and rapid rehousing—the county already has been making inroads in these services using non-SHS resources in the first year, successfully keeping 2,281 people in their homes and placing 190 people into stable housing through rapid rehousing programs.

We have made significant progress toward reaching many goals set forth in our local implementation plan (LIP). With a projected budget of \$24 million, the LIP established ambitious goals. As it became clear that funding fluctuations would occur in the first year, the county recalibrated its budget to \$10 million to remain fiscally sound while building a sustainable SHS program. Even with this significantly revised budget, Clackamas County exceeded its year one goal for shelter and successfully placed 122 households (170 people) into permanent supportive housing, with long-term rent assistance and ongoing supportive services. Even more households are moving in this direction, with a total of 202 households approved for long-term rent assistance in the first year.

Full funding for year one did eventually occur, albeit sporadically and with the largest influx at the end of the first year. Establishing a new regional program is complex—hurdles and challenges are to be expected. The funding instability early in the year created challenges for all participants. Clackamas County stayed the course and is primed to launch many new

services, partner with the largest-ever service provider network, integrate services for greater leverage of resources, and meet the needs of our neighbors facing housing instability or homelessness.

With year-end revenues of \$44.2 million (includes \$5 million advance from Metro), Clackamas County will use these collections as the basis for the FY 2022-2023 budget, ensuring seamless and uninterrupted progress toward meeting our LIP goals (see Appendix C).



# Investment Areas and Impact/ Outcomes

The regional Supportive Housing Services Program is a historic commitment of three Metro counties to make housing instability and homelessness rare and nonrecurring. Each county approached the program launch based on circumstances unique to their jurisdiction, resources and infrastructure already available, and the influx of funding made available through the Supportive Housing Measure's tax collection.

Clackamas County embarked on the first year of the 10-year Supportive Housing Measure with the primary goal of providing new permanent supportive housing units for chronically homeless households in our community. Ensuring our approach embodied housing first principles, Clackamas County placed 122 households in the first year. With a goal of providing 1,065 permanent supportive housing units over the 10-year period, Clackamas County reached 11 percent of its long-term goal and is positioned to place a larger percentage of households in the second year and beyond.

*Clackamas  
County  
placed **122**  
households in  
the first year*

One of our greatest impacts this year was to stabilize two high-performing transitional programs that were at risk of closing—Serenity and Haven Houses and the emergency hotel/motel program. Serenity and Haven Houses were fully funded with SHS funds, keeping them open and operational. The emergency hotel/motel program, also slated to receive SHS funds for continued operations, was financially supported through funding sources outside the SHS program. The county leveraged federal funds—from the Federal Emergency Management Agency (FEMA) and the American Rescue Plan Act (ARPA)—to cover the program's costs in the first year. Ongoing financial support will come from the SHS program in subsequent years. These savings preserved SHS funds toward critical procurements later in the year (see page 6 for more details about these programs).

The biggest challenge we faced was building internal and system capacity. At onset, the county's SHS program consisted of four staff. Through ongoing efforts and investments, we have successfully expanded the team to 13 employees by the end of the fiscal year on June 30, 2022. This gain allows us to expand and launch much-needed new services in the second year. We will continue to expand our team in the second year, adding additional programmatic and administrative staff.

Prior to the supportive housing measure, Clackamas County had very little infrastructure to provide participants with culturally specific services. Among the many capacity-building efforts, we dedicated significant resources to establishing relationships with culturally specific service providers—a historical gap within the county—and have successfully contracted with three new providers to help us reduce this shortcoming. The county will add a least three more culturally specific service providers in the second year. These efforts will help us advance racial justice and address systemic disparities faced by our populations experiencing homelessness.

A summary of the major services launched and supported by the SHS program is provided below. A full disaggregation of outcomes data by race/ethnicity, disability status, gender, and Population A/B designation is available in Appendix A.

## Permanent Supportive Housing

Permanent supportive housing creates a stable living situation for people who have experienced long-term homelessness. It combines long-term rental assistance and ongoing supportive services to help achieve housing stability. Clackamas County's permanent supportive housing program contains three components (outlined on page 5) that play an important role in helping achieve housing stability for those in need. As noted above, 122 households (170 people) were housed in permanent supportive housing with SHS funding and services in the first year.

### *Marilyn's story*

Marilyn P., age 71, is one resident who slept outdoors in the area for around 15 years. "I never thought in my wildest dreams that I wouldn't have a home at my age," said Marilyn. "The wind is so cold, I wouldn't have made it outside another winter." Marilyn became homeless through life circumstances that are common for all too many of us. "When I worked," she said, "I had a good salary." After going through a divorce many years ago, Marilyn moved to a trailer where she raised her grandson. She then endured cancer which depleted her savings. "I had a mental breakdown when my grandson moved out," she said. She became a victim of identity theft at the same time, causing her to lose the rest of her resources and her trailer. Marilyn tenaciously looked for housing and services during her years of housing instability, but said that there was never anything available before.



In the beginning of 2022, Marilyn became unable to walk and learned she needed hip surgery. Marilyn's doctor told her that she would not be able to get surgery until she had a stable, safe and clean address where she could recover – a common situation for people experiencing homelessness that serves to compound their challenges. So in June, Marilyn reached out to Clackamas County's Coordinated Housing Access hotline. "The woman who answered said she would put me on four different housing lists," said Marilyn. "In just a few weeks I got a call from heaven, saying, 'we have an apartment for you.' I moved into Tukwila Springs on July 6."

Marilyn was able to get her hip surgery immediately and is now walking well, enjoying the community at Tukwila Springs and the heating and cooling system in her apartment. Marilyn's quick move into housing was possible because of the new regional affordable housing bond funds and the supportive housing services funds. "My cat Luna and I just love this place," Marilyn said. "I take care of the other people who live here. I taught them how to play bingo. We have everything we need. More housing like this is the way to go to help with homelessness."



**Housing navigation/placement services** assist households experiencing homelessness in finding and moving into stable housing. Program participants work with expert housing navigators from one of the five SHS-contracted service providers who help participants research and tour potential apartments, complete rental applications, overcome barriers to application approval, and prepare reasonable accommodation requests as necessary. Housing navigators also engage and work closely with landlords to build relationships between property management and service providers to help facilitate additional housing placements. Clackamas County helped 95 households receive specialized housing navigation services in the first year of the program.

**Supportive housing case management** provides ongoing case management to program participants after they are housed to help them achieve housing stability. When combined with rent assistance programs, it can lead to greater housing success. Case managers from service providers help program participants achieve housing stability by providing assistance with landlord relationships, general problem solving and crisis management, connections to education and employment opportunities, and assistance in applying for eligible benefits. These services are flexible, tenant-driven, not time-limited, and voluntary. All 122 households housed in the first year received supportive housing case management services.

**Regional Long-Term Rent Assistance (RLRA)** was created in partnership with the three counties and Metro. It is designed to work like a housing choice voucher, providing ongoing rent assistance to extremely low-income households as a tenant- or project-based voucher. RLRA is designed to be flexible and low-barrier rental assistance for the permanent supportive housing units. Program participants pay an income-based portion of the rent and the remaining amount is covered by the voucher. Households receiving RLRA have access to supportive housing case management to help them achieve housing stability. The RLRA program is one of the key tools and largest game changers introduced to our region through the SHS measure. In Clackamas County, 202 households were approved for RLRA—122 of which were leased up as of June 30, 2022.

**202 households  
qualified for  
rent assistance**

## **Diego's story**

Diego is a kind and caring older adult with breathing problems. He first became homeless due to a divorce and the financial and emotional breakdown that accompanied it. When our outreach team met him he had lived outside for over ten years, and his life and ability to cope had deteriorated due to the harsh reality of living on the street. He hadn't asked for help for himself because he didn't think he was worthy of assistance, but he was open to getting help for his friend with special needs who he took care of. Diego's courage and the hard work of our contracted outreach team helped Diego and his friends get into the short-term motel shelter program. After staying in the motel program, building trust with staff and having access to support and healthcare, Diego was ready to try housing again. He later moved into a permanent apartment that he can afford through the regional long-term rent assistance program.

## Serenity and Haven Houses

Serenity and Haven Houses are transitional programs that provide mental health services and support to some of the most vulnerable people in the county. The shelters provide 20 beds combined and a safe environment for individuals who are homeless or at extreme risk of homelessness as they exit incarceration or are on parole or probation. They may experience severe and persistent mental illness, substance use disorders, or co-occurring disorders. Both shelters have certified recovery mentors, behavioral health care providers and probation officers who participate with individual care teams to stabilize and significantly reduce the likelihood of re-incarceration.

These programs were at risk of closing, but Clackamas County was successful in providing full funding to them with SHS funds.

*“Serenity house allowed me a safe place to get clean, set goals, build healthy relationships, become active in my children's lives, and learn to love myself again.”*

**—Serenity House Graduate**

## Emergency Hotel/Motel Shelter Program

The emergency hotel/motel shelter program began in response to the COVID-19 pandemic to provide a safe shelter-in-place option for people experiencing homelessness with high risk factors for adverse effects from contracting COVID-19. Program participants reside in hotel or motel rooms and receive supportive shelter services such as food boxes and case management until they can move into permanent housing. Clackamas County provided 80 year-round shelter beds through a combination of contracted hotels and individually rented rooms in the first year of SHS implementation.

Like Serenity and Haven Houses, this program was at risk of closing. SHS budgeted significant funds to carry this program, but the county was able to leverage federal funds from FEMA and ARPA to cover the cost through the end of FY 2021 – 2022. This allowed us to reallocate funds for scaling non-shelter programs in year one and towards procurements for new services to launch in the second year. The county will continue funding the emergency hotel/motel shelter program moving forward with SHS funds.

### **Angela's story**

Angela (name changed) is one resident who transformed her life as she went through the motel program. As a child Angela had been in foster care, and she became a victim of sex trafficking as a youth. The trafficker controlled her life, and at times Angela was made to sleep outside. When Angela aged into a young adult, she fled to Clackamas Women's Services for help. She was able to move immediately into a county-funded motel room where she stayed for 8 weeks. This allowed her to gain peace, privacy and the ability to focus on her next steps – basic necessities that people don't have when they are trying to survive outdoors. During this time she utilized supportive services such as 24/7 crisis support, food assistance, clothing, help applying to jobs, and mental health and substance use treatment. She set her goal to build a stable career in a new field. Today, Angela has a stable job that provides her a living wage. She now rents her own market-rate apartment paid for with her salary.

## Cross-Sector Coordination

With limited staff, but important priorities to house people quickly, Clackamas County turned to cross-system collaborations to achieve its goals. The SHS team partnered with the county's Behavioral Health Division and committed to fund two qualified mental health professionals (QMHP) to support housing case management across our growing system. Serving as a pilot, this approach may be considered for expansion in future years.

Additionally, SHS staff leveraged a longstanding partnership with the district attorney's office to expand and deepen existing efforts to break down criminal justice-related barriers to housing access and stability.

## Leveraged Housing Resources

Beyond the collaborations noted above, the SHS team has also partnered with other county departments to leverage additional resources, such as rental assistance and case management. These efforts augmented our SHS-funded resources and enhanced available permanent supportive housing opportunities in Clackamas County. We also leveraged Emergency Housing Vouchers in conjunction with SHS-funded case management to reallocate RLRA funds to other households in need. Additionally, staff partnered with the county's Bridges to Housing Program to make RLRA vouchers available to their program participants who needed more robust and longer rental assistance than was otherwise available.



# Regional Coordination

The SHS measure provides resources not just for local programming, but to support regional coordination throughout the Portland Metro area. While local programs are nimbler and more responsive to local needs, regionally consistent programs can leverage larger outcomes and improve quality of care and housing solutions. The three counties—Clackamas, Multnomah and Washington—have established extensive coordination efforts in the first year of the measure’s implementation. Some of the major activities include:

**Aligning Regional Long-Term Rent Assistance** to provide 5,000 vouchers over the next 10 years for stable, long-term housing. One of the measure’s key tools and potentially most impactful efforts, this regional coordination was carried out by a cross-county workgroup of rental assistance and supportive housing technical experts who drafted regionally consistent RLRA policies. Additionally, the counties will coordinate efforts on continuous programmatic evaluation and improvement as the rental assistance program expands. This will ensure best practices for housing choice vouchers are implemented regionally, barriers to entry are minimized, and landlords, service providers, and program participants have a consistent experience regardless of the county they live or work in.

**Building a Regional Service Provider Network** to build a pool of eligible, pre-qualified service providers throughout the region. Led by Washington County, this collaborative procurement process is a significant step towards building a regional service provider network. A diverse panel of reviewers from the three counties reviewed proposals submitted to the Tri-County Request for Program Qualifications and selected 89 service providers for the qualified regional provider network. This pool of service providers will enable Clackamas County to launch new SHS services with organizations familiar with our community, provide culturally responsive or culturally specific services, and help bring new and innovative programming into Clackamas County.

**Establishing Regional Data Systems and Standards** to ensure consistent data collection and reporting standards across the region. In collaboration with Metro, these regional systems and standards will ensure consistency for future reporting periods, improve data collection practices throughout the region, facilitate transparent evaluation and improvement, and ensure clarity in the communication of programmatic outcomes. A cross-county workgroup composed of technical experts in data management, reporting, and analysis are leading this effort.

# Provider Capacity and Expansion

Clackamas County has historically provided housing and homeless services across several departments and divisions. Moving forward, the county is reorganizing these services into one organizational structure—the Housing and Community Development Division (HCDD)—to deliver housing and homeless services in a more effective and efficient manner. The Supportive Housing Services program will transition from the Housing Authority of Clackamas County to this new division.

This reorganization will help us build and support new partnerships and initiatives, launch comprehensive services for residents in need, and create a centralized structure for service providers to access county resources and technical expertise in an efficient, effective and coordinated manner.

Expanding the community of service providers is a core tenet of the SHS measure and Clackamas County’s Local Implementation Plan. To this end, the county conducted two sets of procurements. The first procurement added two new organizations to our list of service providers. To encourage smaller organizations to apply, we made changes in the second procurement that resulted in three new organizations added to the county’s provider network in FY 2022-2023. A number of these new service providers are highly effective small organizations that have delivered remarkable results with minimal resources. Our goal is to foster their growth with a new influx of funding and in-kind technical assistance. A list of service providers contracted with the county prior to the receipt of SHS funding and newly contracted agencies through the SHS program is available in Appendix B.

No less important to the procurement process was the county’s central focus on equity and transparency. The county provided all applicants the opportunity to attend pre-proposal meetings, where they could ask questions and receive feedback from county staff. We also made minutes and recordings available to the public and applicants unable to attend. Following each procurement, we provided opportunities for debriefings for unsuccessful applicants to receive feedback about their scores and identify opportunities for future improvement. We worked to simplify and streamline the application process to ensure smaller organizations with less capacity for professional grant writing can apply and be competitive throughout the evaluation process.



# Equity Analysis

Clackamas County presented findings from an equity analysis that looked at data from 2017-2019 in its SHS Local Implementation Plan (LIP). In September 2022, Clackamas County repeated this equity analysis using data from 2020-2022. The intention of the analysis was to highlight system strengths, disparities, and areas for improvement in equitable service delivery. For this analysis, we looked at the coordinated housing access (CHA) system, and subsequent housing program entries and exits. The Homeless Management Information System (HMIS) was the primary data source.

Race and ethnicity characteristics were reviewed from participants who accessed CHA from September 2020 – September 2022 and those who exited programs to either permanent or unstable housing destinations. These demographics were then compared to expected distributions for racial and ethnic groups living in poverty using American Community Survey (U.S. Census Bureau, 2020) data. Historically marginalized populations are often represented at a higher rate in poverty data than general county-level census demographics.

Statistical testing was conducted to identify if particular groups of people were overrepresented or underrepresented in CHA data at a statistically significant level when compared to expected distributions from census data. American Community Survey information was used to generate the expected distributions for this analysis, and is considered a valid source of data. However, Census data carries with it a margin of error that may be increased for historically marginalized populations. This analysis helps to identify strengths and weaknesses of the current homelessness response system.

Clackamas County identified the following racial and ethnic disparities in the provision and outcome of housing services:

- People who identify as Black or African American make up a higher percentage among CHA participants as compared to county poverty distributions.
- People who identify as Black or African American exited housing programs without permanent housing at a higher rate compared to their participation in CHA.
- People who identify as White make up a lower percentage among CHA and program participants compared to county poverty distributions.
- People who identify as Asian make up a lower percentage among CHA and program participants compared to county poverty distributions.

We are able to report a variety of metrics from the first year of the SHS program. These data points provide additional context about the current needs of populations accessing SHS programs and the initial impact of these new resources. Measures that describe the needs of the unhoused population in Clackamas County include unmet need and length of time homeless. First-year measures that outline the effectiveness of SHS programming include the number of permanent supportive housing placements and the average rates of returns to homelessness. Below, narrative demographic breakdowns are provided for these measures.

- 4,356 individuals were identified as having unmet need with regard to housing in FY 21-22. Of these individuals, 18% identified as Hispanic or Latin(a)(o)(x), 6.6% identified as Black or African American, 3.4% identified as American Indian, Alaska Native, or Indigenous, and 55.1% were categorized as Non-Hispanic White.
- Overall, the average length of time homeless for participants throughout the Clackamas County housing system was 3.5 years.
- Non-Hispanic White individuals had been homeless for an average of 3.9 years.
- Black or African American individuals reported being homeless for an average of 4.2 years.
- Hispanic or Latin(a)(o)(x) individuals and American Indian, Alaska Native, or Indigenous individuals reported being homeless for an average of 3.1 and 3.9 years respectively.
- Other demographic groups indicated being homeless for a duration of time deviating significantly from the overall average due to a smaller sample size for these populations.

Permanent supportive housing placements highlight the successes of the SHS model in the first year of programming. A total of 170 people were placed into permanent supportive housing during the fiscal year. Of these individuals, 17.1% identified as Black or African American, 6.5% identified as American Indian, Alaska Native, or Indigenous, and 72.4% identified as Non-Hispanic White.

In subsequent years, the rate of returns to homelessness will be scrutinized to evaluate the efficacy of this approach. During the first fiscal year of SHS services, only two individuals placed in permanent supportive housing returned to homelessness. One of these individuals identified as Black or African American and the other individual identified as Non-Hispanic White. In the future, rates of returns to homelessness will be reviewed to make sure that SHS programming is effective and equitable across demographic groups.

Clackamas County has made many efforts toward eliminating racial and ethnic disparities in the population of people experiencing homelessness and homeless services outcome data. Clackamas County has embarked on many strategies in the past to contract with culturally specific providers, with marginal success. With renewed effort and insight from LIP work and regional SHS planning, Clackamas County used successful strategies to expand culturally specific services. The most successful strategy has been to award points for agencies that demonstrated they were culturally specific during the RFP scoring process. This strategy resulted in contracts with two culturally specific providers and letters of intent to award contracts to an additional three culturally specific providers, with the latter contracts to be executed in the second year. The first were for navigation and supportive housing case management; the latter also include culturally specific outreach and shelter services. These service providers provide culturally specific services to Black/African American, Latin(a)(o)(x), and Native American/Indigenous community members.

Clackamas County completed one contract and is in the process of beginning another for culturally specific technical assistance provided by the Coalition of Communities of Color (CCC) and Unite Oregon (UO). In the first contract, the Research Justice Institute (RJI) at the

CCC and UO partnered to better understand the CHA system, community needs and strengths, and areas of investment to ensure those most impacted by housing insecurity receive services they need. The process centered equity and a commitment to leading with race as the primary lens through which data collected through CHA assessments and other sources was analyzed, findings from community engagement feedback was summarized, and recommendations for equitable investments in CHA was provided. This way, services are accessible in ways that are culturally and linguistically responsive and affirming. The report resulted in 21 action steps, many of which have already been acted upon. A second contract will build on the work of the first to inform equitable action based on the prescribed steps.

Clackamas County has demonstrated a commitment to eliminating racial disparities across the services system. Prior to SHS funding, the HUD continuum of care program (CoC) was the main driving force of homeless services work in Clackamas County, and many SHS-funded providers also receive CoC funds. CoC equity efforts have set the tone for the homeless services system. With added SHS funding capacity, CoC and SHS are closely coordinated to ensure optimal outcomes system-wide. The Clackamas County CoC has incrementally increased the weight of program and agency commitment to racial and ethnic equity in their annual local funding competition. In this local funding competition, agencies are awarded points based on both qualitative and quantitative equity outcomes. CoC and SHS administration continue to collaborate to ensure system-wide movement toward the elimination of disparities based on race and ethnicity.

Clackamas County demonstrates our commitment to equity and participant voice by convening, cultivating, and compensating people with lived experience of homelessness. Clackamas County established a Youth Action Board in 2019 to evaluate program design and implementation, including addressing disparities in provision of services and outcomes.

While the disparities identified in the most recent equity analysis remain, there has been clear success from racial inequity mitigation strategies and steps being taken to improve racial equity outcomes discussed above. When compared to the equity analysis included in the LIP, conducted on data collected from 2017-2019, the analysis from 2020 – 2022 shows:

- People who identify as Black/African American participated in CHA and housing programs at a higher percentage in 2020 – 2022.
- People who identify as Native Hawaiian/Pacific Islander participated in CHA at a higher percentage in 2020 – 2022.
- People who identify as Hispanic/Latin(a)(o)(x) participated in CHA at underrepresented rates in 2017 – 2019 and higher than statistically expected rates in 2020 – 2022.

## Equitable Service Delivery

Clackamas County set expansion of system capacity—particularly with a focus on culturally specific service providers—as a key area of focus due to the historical lack of culturally specific service providers available to assist residents. Expansion of culturally specific provider capacity will continue to be a priority in the second year as well, with at least another three culturally specific agencies anticipated to launch services.



In this first year, we partnered with three culturally specific service providers new to providing housing and homeless services in Clackamas County: Greater New Hope Family Services, El Programa Hispano Católico, and the Native American Rehabilitation Association (NARA). These organizations specialize in providing services to historically underserved populations. Greater New Hope Family Services focuses on assisting Oregon’s BIPOC community, El Programa Hispano Católico focuses on assisting Oregon’s Latinx community, and NARA focuses on assisting Oregon’s Native American Community.

## Investments into Culturally Specific Service Providers

Organization	Contract Value	Actual Expenditures
El Programa Hispano Católico	\$462,917.00	\$118,488.17
Greater New Hope Family Services	\$566,100.00	\$408,987.83
Native American Rehabilitation Association (NARA)*	\$237,003.26	--
Total Year One Funding	\$1,266,020.26	\$527,476.00

*\*NARA will begin invoicing for services in Year Two*

One of the providers also received assistance from the county in preparing documentation to receive additional funding from the Oregon Housing and Community Services’ Out of the Cold program. Funding from this additional resource will be distributed in the first half of next year.

Program staff also provides equitable service delivery through RLRA services. Half of the RLRA staff is bilingual in English and Spanish, and the team has access to in-house Russian translation services. They engage with program participants regularly and ensure participants know when their rent is paid.

Clackamas County did not collect data from service providers on pay rates or diversity of their staff. Our primary objective in the first year was to build strong working relationships with new partners on program implementation. These data, along with other demographic and service delivery data, will be collected semi-annually starting next year.

## Equity in Engagement and Decision Making

Clackamas County is committed to inclusive engagement and decision making. The county intends to further this goal by continuing to diversify membership of its Continuum of Care Steering Committee. Currently, 12% of committee members identified as BIPOC and 12% had lived experience of homelessness or housing instability. The committee has three vacant positions reserved for individuals with lived experience. Recruitment for these unfilled positions will occur in the second year and will prioritize candidates who identify as BIPOC.

Clackamas County also has a Youth Action Board that advises the SHS program on policies and services for youth experiencing homelessness or housing instability. Currently, 50% of board members identify as BIPOC and 100% had lived experience of homelessness or housing instability.

# Supportive Housing Services and Metro Affordable Bond Alignment

A coordinated and integrated approach to affordable housing and supportive housing services helps leverage resources across disparate programs and maximize their benefit to the community and program participants. The county has laid the groundwork to this approach by integrating supportive housing services funded by its SHS program into three affordable housing developments funded by the Metro Affordable Housing Bond. These developments provide 248 units combined, 101 of which are designated as permanent supportive housing units with onsite services provided by the SHS program. The three housing developments serve or will serve low-income families and individuals based on income limits as designated by the area median income (AMI), or individuals who have experienced homelessness or are at risk of experiencing homelessness.



## Tukwila Springs

Gladstone  
Opened July 1, 2022  
Units: 48

Tukwila Springs provides supportive housing services to residents in all units.

- 36 units designated for long-term supportive housing for older adults earning <30% of AMI
- 12 units designated for permanent supportive housing for Native Americans referred by the Native American Rehabilitation Association



## Fuller Road Station

Southgate (urban unincorporated)  
Open December 2022  
Units: 100

Fuller Road Station is located next to public transportation (MAX line) and Fuller Road Station Park & Ride.

- Designated for families and persons earning between 30% and 80% of AMI
- 30 units designated for permanent supportive housing



## Marylhurst Commons

Lake Oswego  
Open first quarter 2024  
Units: 100

Marylhurst Commons is the first development in the Metro region to leverage project-based RLRA vouchers to create permanent supportive housing units.

- 40 units designated for permanent supportive housing for families at or below 30% AMI
- 60 units to house families earning 60% of AMI

# Program Evaluation and Quality Improvement

Evaluation and continuous quality improvement are critical success factors of any program. To ensure we meet current deliverables and outcomes, the SHS team continuously identifies, adjusts, and implements improvements and new strategies. We will continue this approach as the program expands, ensuring we build upon successes and lessons learned to continuously enhance performance and outcomes.

The equity analysis we conducted is one example of how we measure and refine our efforts to eliminate racial disparities in the homelessness response system. Another is our plan to implement focus groups to measure our effectiveness in delivering culturally responsive services and ability to prioritize the needs of people who have faced racial and ethnic oppression. We are partnering with the Coalition of Communities of Color (CCC) and Unite Oregon (UO) to design, plan and conduct three focus groups with program participants from the BIPOC community and one with program participants who speak Spanish. Findings from these focus groups will be published in a final report expected no later than early spring 2023.

Early in the second year of the program, the county formed a new Lived Experience Board to provide recommendations and feedback on service planning and provision. The board has held two meetings to date and provided valuable input to inform the county's federal HUD Continuum of Care application and advice on housing programs—from outreach to permanent supportive housing. All board members have lived experience of homelessness or housing instability and are compensated for their time. Their input has already informed program design written into contract scopes that will begin providing services in the second year of the program.

The SHS Program team also evaluates our engagement with service providers. We implemented monthly check-ins with contracted service providers to monitor contract performance and assist providers with service implementation and problem solving. In these meetings, we monitor overall progress, including discussions around data collection and reporting practices, and service capacity. We also coordinate and support individualized case conferencing for households in particularly challenging situations. These meetings have been highly successful in building relationships and helping overcome inevitable hurdles when launching new services. We expect to continue this practice with existing and new service providers who join our service network.

We continuously strive to improve our ability to house the most vulnerable people quickly. Clackamas County joined the Built for Zero (BfZ) initiative, managed by Community Solutions. Participation in BfZ provides the county with technical assistance, new resources, and access to software that will advance our ability to make homelessness in Clackamas County rare, brief, and non-recurring. Staff are currently participating in workshops dedicated to improving coordinated entry system prioritization and assessment to ensure equity and best practices in this work. These efforts will further support the county's work to address program and system disparities.

# Financial Report

Expenditures for the county’s first year of SHS implementation reflect our focus on stable and sustainable services. Consistent with program requirements, Clackamas County did not reduce funding commitments from our general fund towards housing services in the first fiscal year.

The county committed \$10.8 million for the launch of new programs and services across many programmatic areas—including permanent supportive housing, transitional shelter, and outreach and engagement. This includes a series of procurements for services to launch in the second year of the program. Approximately \$7.5 million in value, these latter procurements resulted in 14 contracts and mark the largest investment in housing services in the history of Clackamas County. The timeline below provides additional details of expenditures and commitments through the first year. A breakdown of this year’s revenue and expenditures is available at the end of this section. More detailed financial data and a list of funds provided to contracted SHS service providers this year are available in Appendix D.

## Timeline of expenditures and commitments, 2021-2022

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
<b>Funding Received</b>	<b>\$3.4 Million<sup>1</sup></b>	<b>\$2.5 Million<sup>2</sup></b>	<b>\$7.7 Million</b>	<b>\$30.6 Million</b>	<b>\$44.2 Million<sup>3</sup></b>
<b>July 1, 2021</b> SHS Program begins with <b>\$10M</b> budget	Board approves <b>\$3M</b> advance from Metro IGA with Community Corrections to fund Serenity & Haven Houses <b>\$343K</b> RFP for housing navigation & supportive housing case management <b>\$2.5M</b>	Board approves <b>\$2M</b> advance from Metro Contracts with 5 service providers for navigation & supportive housing case management <b>\$2.5M</b> County leverages <b>\$2.23M</b> in ARPA funding for hotel / motel emergency shelter program RLRA launches	Six procurements, resulting in 14 contracts to launch in Year Two <b>\$7.5M</b>	Expansion of housing navigation & supportive housing case management services <b>\$489K</b>	
<b>Expenditures</b>	<b>\$147K</b>	<b>\$494K</b>	<b>\$1M</b>	<b>\$1.6M</b>	<b>\$3.35M</b>
<b>Committed<sup>4</sup></b>	<b>\$2.84M</b>		<b>\$7.5M</b>	<b>\$489K</b>	<b>\$10.8M</b>

<sup>1</sup>\$3M of this total is the advance from Metro received in Quarter 1.

<sup>2</sup>\$2M of this total is the advance from Metro received in Quarter 2.

<sup>3</sup>The total includes the \$5M advance from Metro.

<sup>4</sup>Committed funds for procurements completed in Year 1, with services to begin and expensed in Year 2 of the program.

Note: The numbers may vary across data tables in this report due to rounding.

Our local implementation plan set goals and a budget modeled on an estimated \$24.5 million in revenue, with a program start date of July 1, 2021. Due to the uncertainty of when funding would become available, the county recalibrated its first-year budget to \$10 million. We chose to only spend cash receipts rather than estimated future revenue. Funding did accrue sporadically throughout the first year, with most of the funding received in the final months of the first year. This funding is used as the basis for the FY 2022-2023 budget as the county budgets using prior year collections rather than estimated future revenue.

To ensure the county could initiate the program in its first year, the Board of County Commissioners approved a \$5 million advance from Metro. The Board also leveraged an additional \$2.23 million in funding through the use of American Rescue Plan Act for the county’s emergency hotel shelter program. This allowed the SHS program to reallocate those

funds that were earmarked for hotel shelter program towards new services to be procured later in the fiscal year and launched in the program’s second year (FY 2022-2023).

As noted earlier, Clackamas County made significant investments into internal capacity building and infrastructure to support the program’s ambitious and long-term goals. While our first-year expenditures reflect these high-cost investments, we expect the percentage of administrative expenditures to decline in the second year and beyond.

Despite funding fluctuations, Clackamas County remained committed to setting a solid and stable foundation in the first year. Moving into the second year of implementation, we are well positioned to significantly expand new and existing housing and homelessness services in our county.

## Year One Leveraged Funding

Funding Source	Supported Service	Leveraged Funding
Federal Emergency Management Agency	Emergency Hotel/Motel Shelter Program	\$2,498,612.58
American Rescue Plan Act*	Emergency Hotel/Motel Shelter Program	\$640,145.72
Emergency Solutions Grant	Homeless Management Information System Staff	\$143,750.00
Total Year One Leveraged Funding:		\$3,282,508.30

*\*Remaining ARPA funding will continue supporting the Emergency Hotel/Motel Shelter Program along with SHS funding in Year Two.*

## FY 2021-2022 Funding and Expenditures

Funding		Q1	Q2	Q3	Q4	Year One Funding
Beginning Fund Balance*		(\$157,465)	--	--	--	(\$157,465)
SHS Measure Collections		\$460,351	\$566,746	\$7,760,054	\$30,604,338	\$39,391,488
SHS Funding Advance		\$3,000,000.00	\$2,000,000.00	--	--	\$5,000,000
Interest Earnings		\$2,159	\$3,407	\$2,521	\$25,105	\$33,192
Total Funding		\$3,305,045	\$2,570,153	\$7,762,575	\$30,629,442	\$44,267,215
Program Categories	Budget	Q1	Q2	Q3	Q4	Year One Expenditures
Permanent Supportive Housing Services	\$3,100,000.00	-	-	\$442,403	\$670,711	\$1,113,114
Shelter, Outreach and Safety on/off the Street	\$2,600,000.00	-	\$120,277	\$68,566	\$107,081	\$295,924
Long-term Rent Assistance	\$2,410,000.00	-	\$126,250	\$288,232	\$574,482	\$988,965
Short-term Rent Assistance	\$150,000.00	-	-	-	-	\$0
SHS Program Operations	\$650,000.00	\$80,436	\$92,728	\$123,970	\$219,194	\$516,328
SHS Program Administration	\$350,000.00	\$66,781	\$85,291	\$63,617	\$32,131	\$247,819
RLRA Administration	\$240,000.00	-	\$68,386	\$52,050	\$23,267	\$143,704
Regional Strategic Initiatives	\$500,000.00	-	-	\$18,000	-	\$18,000
Debt Service	--	-	-	-	\$21,392	\$21,392
Interest Distribution Fees	--	\$646	\$1,099	\$1,075	\$7,035	\$9,856
Total	\$10,000,000.00	\$147,863	\$494,031	\$1,057,913	\$1,655,294	\$3,355,100

\*Beginning fund balance reflects April-June 2021 collections and program costs incurred to launch the program prior to the start of the fiscal year.

# Looking Ahead to Year Two

As we move forward into the second year of the program, Clackamas County is ready to implement new services and expand existing ones. The county is proud of the work it has accomplished in the first year of the SHS program. The county stood up a sound and stable program for successful implementation of supportive housing services for those most in need. As with every new program launch, there were obstacles to overcome, expectations to manage, and equally important, successes to celebrate. The county will continue to evaluate its program and implement improvements as necessary to ensure we are delivering services effectively and efficiently.

We will also continue to deepen our engagement with service providers and case managers, with a focus on continuous process improvement and evaluation through well-defined reporting structures and metrics, such as:

- data quality
- successful program outcomes
- service implementation and operations
- participant feedback

The SHS team will continue to establish cross-sector partnership by engaging many systems partners to enhance and expand the reach of our coordinated housing access (CHA) system. We are currently in conversations with McKinney-Vento school liaisons, early childhood education professionals, local community college staff and hospital system workers about the possibility of administering coordinated entry assessments. These potential partnership will help people experiencing homelessness connect to the services and relief they need.

The first year marked the single largest investment in housing services in the history of Clackamas County, resulting in approximately \$7.5 million in new contracts for new and expanded services. These will launch in the first and second quarters of the second year, to be followed by additional procurements and service expansion during year two. The new and expanded services from these procurements include:

## **Veterans Village Operations and Case Management.**

The SHS program has executed a contract with Do Good Multnomah for management of operations at the Clackamas County's Veterans Village and to provide ongoing case management services for its residents. Veterans Village is a transitional shelter community located in urban unincorporated Clackamas County. It consists of 24 small housing structures that serve as sleeping pods with an infrastructure capable of hosting up to 30 structures, in addition to two buildings for common facilities such as kitchens, showers and restrooms. Eligible residents are adults experiencing homelessness who identify as veterans of the armed services of the United States



**Emergency Shelter Operations.** The SHS program continues to support and expand the county's emergency shelter system as an important program priority. Households entering these shelters have access to onsite amenities and are provided support to transition into permanent housing. Partners include:

- Northwest Family Services
- Clackamas Women's Services
- Northwest Housing Alternatives
- Native American Youth and Family Center
- The Father's Heart Street Ministry

**Outreach and Engagement.** The SHS program will launch its first outreach and engagement services initiative. These services will provide supplies to help people experiencing homelessness meet their basic needs, facilitate mental health and culturally specific outreach, and connect individuals to safety-off the-street services. They will also assist with CHA waitlist clean-up, locate individuals as they come to the top of CHA housing program waitlists, and assist with navigation into permanent housing. Partners include:

- Immigrant & Refugee Community Organization
- Clackamas Service Center
- Better Outcomes through Bridges (Providence Portland Medical Foundation)
- Up and Over
- LoveOne



**Justice System Diversion Supportive Services.** This integrative service model program will be managed through a partnership with Central City Concern, in collaboration with Clackamas County law enforcement agencies and the district attorney's office. Services will focus on diverting households experiencing or at risk of experiencing homelessness from arrest and incarceration toward voluntary engagement in case management and housing services. This service model is an integrative approach to provide outreach and engagement, connections to stable housing, supportive housing stabilization services, and wrap-around supports to program participants.

**Housing Authority Peer Support Services.** The county partners with Impact NW and the Mental Health & Addiction Association of Oregon to provide ongoing peer support services for residents in programs and properties managed by the Housing Authority of Clackamas County (HACC). Peer support specialists work closely with HACC resident services staff to identify and provide supportive services for residents in need. Additionally, peer support specialists



plan and coordinate community events for residents, create and implement resident initiatives, and assist residents with resource referrals and systems navigation.

**Supportive Housing Case Management and Shelter + Care.** The county is expanding capacity of supportive housing case management with existing partners—Clackamas Women’s Services and Impact NW—as well as with new culturally specific partners—Immigrant & Refugee Community Organization and Up and Over. The SHS team also partners with Impact NW to provide case management services for the county’s Shelter + Care program, a tenant based permanent supportive housing program. Supportive housing case management ensures participants remain in permanent housing by providing highly flexible services tailored to meet the unique needs of each household. These services may include:

- Assistance in applying for rental assistance and other benefits
- Assistance with lease compliance
- Connections to independent living supports
- Connections to education and employment opportunities

The Shelter + Care program assists chronically homeless individuals with disabilities. Case management for this program includes assistance in:

- Housing navigation and placement
- Applying for eligible benefits programs
- Housing retention and eviction prevention



# Appendix

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# Appendix A

## Supportive Housing Services Annual Housing Stability Outcomes

For the period 07/01/2021 – 06/30/2022

### Outcome Metric 1: System Capacity

Number of supportive housing units created and total capacity, compared to households in need of supportive housing

Number of Supportive Housing Units	Year to Date
	#
# of existing supportive housing units	592
# of supportive housing units created	122
<b>Total capacity of supportive housing</b>	714

System Unmet Need: In Need of Supportive Housing	Year to Date	
	#	%
# of households in need of supportive housing	508	--
# of individuals in need of supportive housing	514	--
Asian or Asian American	5	1.0
Black, African American or African	25	4.9
Hispanic or Latin(a)(o)(x)	38	7.4
American Indian, Alaska Native or Indigenous	41	8.0
Native Hawaiian or Pacific Islander	12	2.3
White	433	84.2
Non-Hispanic White (subset of White category)	386	75.1
Client Doesn't Know	--	--
Client Refused	--	--
Data Not Collected	23	4.5
<b>Disability Status</b>	<b>#</b>	<b>%</b>
Persons with disabilities	497	96.7
Persons without disabilities	17	3.3
Disability unreported	--	--
<b>Gender</b>	<b>#</b>	<b>%</b>
Male	275	53.5
Female	222	43.2
A gender that is not singularly 'Male' or 'Female'	--	--
Transgender	1	0.02
Questioning	--	--
Client doesn't know	--	--
Client refused	--	--
Data not collected	16	3.1

## Outcome Metric 2: Programmatic Inflow and Outflow

Number of households experiencing housing instability or homelessness compared to households placed into stable housing each year. *Housing placements only reflect those placed via SHS funded resources.*

System-Wide Unmet Need: People Experiencing Homelessness	Year to Date
	#
# of households experiencing homelessness	500
# of individuals experiencing homelessness	597

System-Wide Unmet Need: People Experiencing Homelessness	Year to Date	
	#	%
# of households experiencing homelessness	500	--
# of individuals experiencing homelessness	597	--
Asian or Asian American	5	0.8
Black, African American or African	27	4.5
Hispanic or Latin(a)(o)(x)	35	5.9
American Indian, Alaska Native or Indigenous	26	4.4
Native Hawaiian or Pacific Islander	4	0.6
White	498	83.4
Non-Hispanic White (subset of White category)	482	80.7
Client Doesn't Know	--	--
Client Refused	--	--
Data Not Collected	--	--
Disability Status	#	%
Persons with disabilities	529	88.6
Persons without disabilities	68	11.4
Disability unreported	--	--
Gender	#	%
Male	380	63.7
Female	206	34.5
A gender that is not singularly 'Male' or 'Female'	--	--
Transgender	4	0.7
Questioning	1	0.2
Client doesn't know	--	--
Client refused	--	--
Data not collected	6	1.0

<b>System-Wide Unmet Need All people in HMIS not yet permanently housed</b>	<b>Year to Date</b>	
	<b>#</b>	<b>%</b>
Overall # of households	2,149	--
Overall # of individuals	4,356	--
Asian or Asian American	63	1.4
Black, African American or African	286	6.6
Hispanic or Latin(a)(o)(x)	785	18.0
American Indian, Alaska Native or Indigenous	148	3.4
Native Hawaiian or Pacific Islander	79	1.8
White	3,350	76.9
Non-Hispanic White (subset of White category)	2,400	55.1
Client Doesn't Know	--	--
Client Refused	--	--
Data Not Collected	98	2.2
<b>Disability Status</b>	<b>#</b>	<b>%</b>
Persons with disabilities	1,343	30.8
Persons without disabilities	3,013	69.2
Disability unreported	--	--
<b>Gender</b>	<b>#</b>	<b>%</b>
Male	2,029	46.6
Female	2,288	52.5
A gender that is not singularly 'Male' or 'Female'	--	--
Transgender	5	0.01
Questioning	--	--
Client doesn't know	--	--
Client refused	--	--
Data not collected	28	0.6

<b>Total Households Placed into Stable Housing (SHS Funded Placements Only)</b>	<b>Year to Date</b>	
	<b>#</b>	<b>%</b>
<b>Total people</b>	170	--
<b>Total households</b>	122	--
Asian or Asian American	4	2.4
Black, African American or African	29	17.1
Hispanic or Latin(a)(o)(x)	6	3.5
American Indian, Alaska Native or Indigenous	11	6.5
Native Hawaiian or Pacific Islander	2	1.2
White	126	74.1
Non-Hispanic White (subset of White category)	123	72.4

Client Doesn't Know	--	--
Client Refused	--	--
Data Not Collected	--	--
<b>Disability Status</b>	<b>#</b>	<b>%</b>
Persons with disabilities	113	66.5
Persons without disabilities	53	31.1
Disability unreported	4	2.4
<b>Gender</b>	<b>#</b>	<b>%</b>
Male	81	47.7
Female	88	51.8
A gender that is not singularly 'Male' or 'Female'	--	--
Transgender	--	--
Questioning	--	--
Client doesn't know	--	--
Client refused	--	--
Data not collected	1	0.06

### Outcome Metric 3: Housing Placements

Number of housing placements by housing intervention type

<b>Supportive Housing Placements (SHS Funded Placements Only)</b>	<b>Year to Date</b>	
	<b>#</b>	<b>%</b>
<b>Total people</b>	170	--
<b>Total households</b>	122	--
Asian or Asian American	4	2.4
Black, African American or African	29	17.1
Hispanic or Latin(a)(o)(x)	6	3.5
American Indian, Alaska Native or Indigenous	11	6.5
Native Hawaiian or Pacific Islander	2	1.2
White	126	74.1
Non-Hispanic White (subset of White category)	123	72.4
Client Doesn't Know	--	--
Client Refused	--	--
Data Not Collected	--	--
<b>Disability Status</b>	<b>#</b>	<b>%</b>
Persons with disabilities	113	66.5
Persons without disabilities	53	31.1
Disability unreported	4	2.4
<b>Gender</b>	<b>#</b>	<b>%</b>
Male	81	47.7
Female	88	51.8
A gender that is not singularly 'Male' or 'Female'	--	--

Transgender	--	--
Questioning	--	--
Client doesn't know	--	--
Client refused	--	--
Data not collected	1	0.06

\*Supportive housing = permanent supportive housing and other service-enriched housing

Supportive Housing Placements: Population A	Year to Date	
	#	%
Population A: Total <b>people</b> placed into supportive housing	135	--
Population A: Total <b>households</b> placed into supportive housing	104	--
Asian or Asian American	4	3.0
Black, African American or African	19	14.1
Hispanic or Latin(a)(o)(x)	6	4.4
American Indian, Alaska Native or Indigenous	8	5.9
Native Hawaiian or Pacific Islander	1	0.07
White	98	72.6
Non-Hispanic White (subset of White category)	95	70.4
Client Doesn't Know	--	
Client Refused	--	
Data Not Collected	1	0.07
<b>Disability Status</b>	<b>#</b>	<b>%</b>
Persons with disabilities	98	72.6
Persons without disabilities	33	24.4
Disability unreported	4	2.9
<b>Gender</b>	<b>#</b>	<b>%</b>
Male	66	48.9
Female	69	51.1
A gender that is not singularly 'Male' or 'Female'	--	--
Transgender	--	--
Questioning	--	--
Client doesn't know	--	--
Client refused	--	--
Data not collected	--	--

Supportive Housing Placements: Population B	Year to Date	
	#	%
Population B: Total <b>people</b> placed into supportive housing	35	--

<b>Population B: Total households placed into supportive housing</b>	18	--
Asian or Asian American	--	--
Black, African American or African	9	25.7
Hispanic or Latin(a)(o)(x)	--	--
American Indian, Alaska Native or Indigenous	2	1.5
Native Hawaiian or Pacific Islander	--	--
White	27	77.1
Non-Hispanic White (subset of White category)	27	77.1
Client Doesn't Know	--	--
Client Refused	--	--
Data Not Collected	--	--
<b>Disability Status</b>	<b>#</b>	<b>%</b>
Persons with disabilities	15	42.9
Persons without disabilities	20	57.1
Disability unreported	--	--
<b>Gender</b>	<b>#</b>	<b>%</b>
Male	15	42.9
Female	19	54.3
A gender that is not singularly 'Male' or 'Female'	--	--
Transgender	--	--
Questioning	--	--
Client doesn't know	--	--
Client refused	--	--
Data not collected	1	2.9

### Subset of Housing Placements: Regional Long-Term Rent Assistance Program

The following data represents a subset of the above Housing Placements data. The Regional Long-term Rent Assistance Program (RLRA) primarily provides permanent supportive housing to SHS priority Population A clients (though RLRA is not strictly limited to PSH or Population A).

Regional Long Term Rent Assistance Data	Year to Date	
	#	%
<b>Total people enrolled in the program</b>	170	--
<b>Total households enrolled in the program</b>	122	--
Total people newly leased up	170	--
Total households newly leased up	122	--
Total number of RLRA vouchers issued	202	--
Asian or Asian American	4	2.4
Black, African American or African	29	17.1
Hispanic or Latin(a)(o)(x)	6	3.5



American Indian, Alaska Native or Indigenous	11	6.5
Native Hawaiian or Pacific Islander	2	1.2
White	126	74.1
Non-Hispanic White (subset of White category)	123	72.4
Client Doesn't Know	--	--
Client Refused	--	--
Data Not Collected	--	--
<b>Disability Status</b>	<b>#</b>	<b>%</b>
Persons with disabilities	113	66.5
Persons without disabilities	53	31.1
Disability unreported	4	2.4
<b>Gender</b>	<b>#</b>	<b>%</b>
Male	81	47.7
Female	88	51.8
A gender that is not singularly 'Male' or 'Female'	--	--
Transgender	--	--
Questioning	--	--
Client doesn't know	--	--
Client refused	--	--
Data not collected	1	0.06

### Subset of Housing Placements: Priority Population Disaggregation

The following is a **subset** of the above Regional Long-term Rent Assistance data

Regional Long Term Rent Assistance: Population A	Year to Date	
	#	%
Population A: Total <b>people</b> placed into permanent housing	135	--
Population A: Total <b>households</b> placed into permanent housing	104	--
Asian or Asian American	4	3.0
Black, African American or African	19	14.1
Hispanic or Latin(a)(o)(x)	6	4.4
American Indian, Alaska Native or Indigenous	8	5.9
Native Hawaiian or Pacific Islander	1	0.07
White	98	72.6
Non-Hispanic White (subset of White category)	95	70.4
Client Doesn't Know	--	
Client Refused	--	
Data Not Collected	1	0.07
<b>Disability Status</b>	<b>#</b>	<b>%</b>

Persons with disabilities	98	72.6
Persons without disabilities	33	24.4
Disability unreported	4	2.9
<b>Gender</b>	<b>#</b>	<b>%</b>
Male	66	48.9
Female	69	51.1
A gender that is not singularly 'Male' or 'Female'	--	--
Transgender	--	--
Questioning	--	--
Client doesn't know	--	--
Client refused	--	--
Data not collected	--	--

<b>Regional Long Term Rent Assistance: Population B</b>	<b>Year to Date</b>	
	<b>#</b>	<b>%</b>
Population B: Total <b>people</b> placed into permanent housing	35	--
Population B: Total <b>households</b> placed into permanent housing	18	--
Asian or Asian American	--	--
Black, African American or African	9	25.7
Hispanic or Latin(a)(o)(x)	--	--
American Indian, Alaska Native or Indigenous	2	1.5
Native Hawaiian or Pacific Islander	--	--
White	27	77.1
Non-Hispanic White (subset of White category)	27	77.1
Client Doesn't Know	--	--
Client Refused	--	--
Data Not Collected	--	--
<b>Disability Status</b>	<b>#</b>	<b>%</b>
Persons with disabilities	15	42.9
Persons without disabilities	20	57.1
Disability unreported	--	--
<b>Gender</b>	<b>#</b>	<b>%</b>
Male	15	42.9
Female	19	54.3
A gender that is not singularly 'Male' or 'Female'	--	--
Transgender	--	--
Questioning	--	--
Client doesn't know	--	--
Client refused	--	--
Data not collected	1	2.9

#### Outcome Metric 4: Length of Homelessness and returns to Homelessness

<b>Length of Time Homeless</b>	<b>Average (Years)</b>
<b>Overall</b>	3.5
Asian or Asian American	1.8
Black, African American or African	4.2
Hispanic or Latin(a)(o)(x)	3.1
American Indian, Alaska Native or Indigenous	3.9
Native Hawaiian or Pacific Islander	6.4
White	4.0
Non-Hispanic White (subset of White category)	3.9
Client Doesn't Know	--
Client Refused	--
Data Not Collected	3.1
<b>Disability Status</b>	
Persons with disabilities	4.1
Persons without disabilities	3.2
Disability unreported	--
<b>Gender</b>	
Male	4.0
Female	3.6
A gender that is not singularly 'Male' or 'Female'	4.2
Transgender	4.8
Questioning	--
Client doesn't know	--
Client refused	4.3
Data not collected	4.1

<b># of SHS Individuals Placed in PSH Returning to Homelessness by Group</b>	<b>Year to Date</b>	
	<b>#</b>	<b>%</b>
<b>Total PSH Placements</b>	170	--
<b>Total Returns to Homelessness from PSH</b>	2	1.2
Asian or Asian American	--	--
Black, African American or African	1	50.0
Hispanic or Latin(a)(o)(x)	--	--
American Indian, Alaska Native or Indigenous	--	--
Native Hawaiian or Pacific Islander	--	--
White	1	50.0
Non-Hispanic White (subset of White category)	1	50.0
Client Doesn't Know	--	--
Client Refused	--	--
Data Not Collected	--	--
<b>Disability Status</b>		
Persons with disabilities	2	100.0

Persons without disabilities	--	--
Disability unreported	--	--
<b>Gender</b>		
Male	2	100.0
Female	--	--
A gender that is not singularly 'Male' or 'Female'	--	--
Transgender	--	--
Questioning	--	--
Client doesn't know	--	--
Client refused	--	--
Data not collected	--	--

### Additional Outcomes Data: Emergency Shelter and Transitional Housing

Emergency Shelter and Transitional Housing (SHS Supported Programs Only)	Year to Date	
	#	%
Total <b>people</b> served in emergency shelter or transitional housing	175	--
Total <b>households</b> served in emergency shelter or transitional housing	149	--
<b>Population A</b>		
Population A: Total <b>people</b> served in emergency shelter or transitional housing	139	79%
Population A: Total <b>households</b> served in emergency shelter or transitional housing	127	85%
<b>Population B</b>		
Population B: Total <b>people</b> served in emergency shelter or transitional housing	36	21%
Population B: Total <b>households</b> served in emergency shelter or transitional housing	22	15%

# Appendix B - List of Service Providers

## Pre-SHS Agencies

Agency Name
Central City Concern
Clackamas County Children's Commission
Clackamas County SSD
Molla HOPE
DHS
Clackamas Women's Services
Dev NW
Do Good Multnomah
Housing Authority of Clackamas County
Impact NW
Immigrant and Refugee Community Organization
Northwest Family Services
Northwest Housing Alternatives
The Father's Heart
The Inn/Parrott Creek
Ecumenical Ministries
Ant Farm
Career Technical Education Center (CTEC)
Clackamas Service Center
Providence Better Outcomes thru Bridges
Mental Health and Addiction Association of Oregon

## SHS Programs - Year One

Program	SHS Capacity	Population A/B	Culturally Specific
<b>Permanent Supportive Housing Case Management</b>	<b>291 HH</b>		
Clackamas Women's Services		A & B	--
El Programa Hispano Católico		A & B	Latinx
Greater New Hope Family Services		A & B	BIPOC
Impact NW		A & B	--
Northwest Family Services		A & B	--
Native American Rehabilitation Association		A & B	Native American
<b>Housing Navigation</b>	<b>152 HH</b>		
Clackamas Women's Services		A & B	--
El Programa Hispano Católico		A & B	Latinx
Greater New Hope Family Services		A & B	BIPOC
Impact NW		A & B	--
Northwest Family Services		A & B	--
<b>Shelter and Safety off the Streets</b>	<b>100 Units</b>		
Serenity and Haven Houses (Bridges to Change)		A	--
Emergency Hotel/Motel Shelter (The Father's Heart Street Ministr		A & B	--

\*Highlighted agencies are new to Clackamas County

## SHS Programs - Year One Procurements Launching Services in Year Two

Program	Population A/B	Culturally Specific
<b>Permanent Supportive Housing Case Management</b>		
Up and Over	A & B	BIPOC
Immigrant & Refugee Community Organization	A & B	BIPOC and Immigrants/Refugees
Impact NW	A & B	--
Clackamas Women's Services	A & B	--
Shelter + Care (Impact NW)	A & B	--
<b>Housing Navigation</b>		
Law Enforcement Assisted Diversion (Central City Concern)	A & B	--
<b>Shelter and Safety off the Streets</b>		
Native American Youth and Family Center	A & B	Native American
Northwest Housing Alternatives	A & B	--
Clackamas Women's Services	A & B	--
Casa Esperanza (Northwest Family Services)	A & B	Latinx
Veterans Village (Do Good Multnomah)	A & B	--
<b>Outreach and Safety on the Streets</b>		
Clackamas Service Center	A & B	--
Providence Better Outcomes Thru Bridges	A & B	--
Up and Over	A & B	BIPOC
Immigrant & Refugee Community Organization	A & B	BIPOC and Immigrants/Refugees
LoveOne	A & B	--
Law Enforcement Assisted Diversion (Central City Concern)	A & B	--
<b>Eviction Prevention</b>		
Peer Services at HACC Properties (Impact NW and MHA AO)	A & B	--

\* Highlighted agencies are new to Clackamas County

## Appendix C

### Year One Progress Towards Local Implementation Plan Goals

For the period 07/01/2021 – 06/30/2022

#### Year One Progress Towards LIP Goals

Program	Households/Units Served	LIP Goal
Supportive Housing Services (Households)	122	200
Long-Term Rent Assistance (Households)*	202*	250
Housing Placements (Households)	122	200
Emergency Housing-Shelter/Transitional (Units)**	100	65

\*Includes 122 household leasing and 80 households approved and searching for housing

\*\* Includes emergency shelter beds financed through leveraged funding sources

Appendix D

Metro Supportive Housing Services

Financial Report for Quarterly Progress Report (IGA 7.1.2) and Annual Program Report (IGA 7.1.1)

Clackamas County  
Fiscal Year 2021-2022

Financial Report (by Program Category)

	Annual Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total YTD Actuals	Variance Under / (Over)	% of Budget	Comments
<b>Metro SHS Resources</b>									
Beginning Fund Balance	-	(157,465)	-	-	-	(157,465)	157,465	N/A	
Metro SHS Program Funds	10,000,000	3,460,351	2,566,746	7,760,054	30,604,338	44,391,488	(34,391,488)	N/A	
Interest Earnings	-	2,159	3,407	2,521	25,105	33,192	(33,192)	N/A	
<b>Total Metro SHS Resources</b>	<b>10,000,000</b>	<b>3,305,045</b>	<b>2,570,153</b>	<b>7,762,575</b>	<b>30,629,442</b>	<b>44,267,215</b>	<b>(34,267,215)</b>	<b>N/A</b>	
<b>Metro SHS Requirements</b>									
<b>Program Costs</b>									
<b>Activity Costs</b>									
Shelter, Outreach and Safety on/off the Street	2,600,000	-	120,277	68,566	107,081	295,924	2,304,076	11%	
Short-term Housing Assistance	150,000	-	-	-	-	150,000	-	0%	
Permanent supportive housing services	3,100,000	-	-	442,403	670,711	1,113,114	1,986,886	36%	
Long-term Rent Assistance	2,410,000	-	126,250	288,232	574,482	988,965	1,421,035	41%	Includes cost for RLRA staff conducting RLRA program operations in addition to direct rental assistance
Other supportive services	-	-	-	-	-	-	-	-	
SHS Program Operations	650,000	80,436	92,728	123,970	219,194	516,328	133,672	79%	
<b>Subtotal Activity Costs</b>	<b>8,910,000</b>	<b>80,436</b>	<b>339,255</b>	<b>923,171</b>	<b>1,571,468</b>	<b>2,914,330</b>	<b>5,995,670</b>	<b>33%</b>	
<b>Administrative Costs <sup>[1]</sup></b>									
Admin: Long-term Rent Assistance	240,000	-	68,386	52,050	23,267	143,704	96,296	60%	
Admin: Other	350,000	66,781	85,291	63,617	32,131	247,819	102,181	71%	
<b>Subtotal Administrative Costs</b>	<b>590,000</b>	<b>66,781</b>	<b>153,677</b>	<b>115,667</b>	<b>55,399</b>	<b>391,523</b>	<b>198,477</b>	<b>66%</b>	
<b>Other Costs</b>									
Debt Service	-	-	-	-	21,392	21,392	(21,392)	N/A	This amount is the interest paid on the \$5M advance rec'd from Metro in FY 21-22
Regional Strategy Implementation Fund <sup>[2]</sup>	500,000	-	-	18,000	-	18,000	482,000	4%	
Interest Distribution Fees	-	646	1,099	1,075	7,035	9,856	(9,856)	N/A	
<b>Subtotal Other Costs</b>	<b>500,000</b>	<b>646</b>	<b>1,099</b>	<b>19,075</b>	<b>28,427</b>	<b>49,248</b>	<b>450,752</b>	<b>10%</b>	
<b>Total Program Costs</b>	<b>10,000,000</b>	<b>147,863</b>	<b>494,031</b>	<b>1,057,913</b>	<b>1,655,294</b>	<b>3,355,100</b>	<b>6,644,900</b>	<b>34%</b>	
<b>Contingency and Ending Fund Balance</b>									
Contingency <sup>[3]</sup>	-	-	-	-	-	-	-	N/A	
Ending Fund Balance (Stabilization Reserve) <sup>[4]</sup>	-	-	-	-	-	-	-	N/A	
<b>Subtotal Contingency and Ending Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>N/A</b>	
<b>Total Metro SHS Requirements</b>	<b>10,000,000</b>	<b>147,863</b>	<b>494,031</b>	<b>1,057,913</b>	<b>1,655,294</b>	<b>3,355,100</b>	<b>6,644,900</b>	<b>34%</b>	
<b>FY 2021-22 Ending Fund Balance</b>		<b>3,157,183</b>	<b>2,076,122</b>	<b>6,704,662</b>	<b>28,974,148</b>	<b>40,912,115</b>		<b>N/A</b>	

<sup>[1]</sup> Per IGA Section 3.4.2 ADMINISTRATIVE COSTS, Metro recommends, but does not require, that in a given Fiscal Year Administrative Costs for SHS should not exceed 5% of annual Program Funds allocated to Partner; and that Administrative Costs for administering long-term rent assistance programs should not exceed 10% of annual Program Funds allocated by Partner for long-term rent assistance.

<sup>[2]</sup> Per IGA Section 8.3.3 REGIONAL STRATEGY IMPLEMENTATION FUND, each County must contribute not less than 5% of its share of Program Funds each Fiscal Year to a Regional Strategy Implementation Fund to achieve regional investment strategies.

<sup>[3]</sup> Per IGA Section 5.5.4 CONTINGENCY, partner may establish a contingency account in addition to a Stabilization Reserve. The contingency account will not exceed 5% of Budgeted Program Funds in a given Fiscal Year.

<sup>[4]</sup> Per IGA Section 5.5.3 PARTNER STABILIZATION RESERVE, partner will establish and hold a Stabilization Reserve to protect against financial instability within the SHS program with a target minimum reserve level will be equal to 10% of Partner's Budgeted Program Funds in a given Fiscal Year. The Stabilization Reserve for each County will be fully funded within the first three years.

Non-Displacement (IGA 5.5.1)

	FY18-19 Adopted Budget*	FY19-20 Adopted Budget*	FY 20-21 Adopted Budget*	FY 21-22 Revised Budget*	FY 21-22 Actuals*	Variance from Benchmark	Comments
Current Partner-provided SHS Funds (Partner General Funds) <sup>[5]</sup>	N/A	2,625,857	N/A	2,627,902	2,528,307	2,045	Decrease from FY19-20 amount requires a written waiver from Metro.
Other Funds <sup>[6]</sup>	10,885,397	N/A	13,120,267	48,477,708	31,593,948	37,592,311	Explain significant changes from FY18-19 Benchmark amount or Prior FY amount.

<sup>[5]</sup> Per IGA Section 5.5.1.2 TERMS, "Current Partner-provided SHS Funds" means Partner's general funds currently provided as of FY 2019-20 towards SHS programs within Partner's jurisdictional limits including, but not limited to, within the Region. "Current Partner-provided SHS Funds" expressly excludes all other sources of funds Partner may use to fund SHS programs as of FY 2019-20 including, but not limited to, state or federal grants.

<sup>[6]</sup> Per IGA Section 5.5.1.1 OTHER FUNDS include, but are not limited to, various state or federal grants and other non-general fund sources. Partner will attempt, in good faith, to maintain such funding at the same levels set forth in Partner's FY 2018-19 budget. However, because the amount and availability of these other funds are outside of Partner's control, they do not constitute Partner's Current Partner-provided SHS Funds for purposes of Displacement. Partner will provide Metro with information on the amount of other funds Partner has allocated to SHS, as well as the change, if any, of those funds from the prior Fiscal Year in its Annual Program Budget.

\*Includes estimated amount of Partner General Funds for Indirect/Administrative expenses supporting Housing Services programs budgeted in the Social Services Division



## Metro Supportive Housing Services

Contracted Service Providers (IGA 7.1.1.7)

Clackamas County  
FISCAL YEAR 2021-2022

Contracted Service Providers			
Service Provider Name	Funds Received this		Comments
		FY	
Clackamas Women's Services	\$	123,308.99	
El Programa Hispano Católico	\$	118,488.17	
Greater New Hope Family Services	\$	408,987.83	
Impact NW	\$	101,945.56	
Northwest Family Services	\$	360,153.09	
Bridges to Change	\$	295,923.84	Funded in collaboration with Clackamas County Community Corrections