



Clackamas County Supportive Housing Services Program

FY22 Second Quarter Update

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Introduction

Clackamas County residents and thousands of our neighbors throughout the Metro region continue to face a housing crisis and are experiencing, or are at risk of experiencing, homelessness. In the second quarter of FY21-22, The Clackamas County SHS Program focused on enhancing internal capacity and securing contracts with community-based organizations to roll-out the Program's first new services. Additionally, the SHS Program launched its Regional Long-term Rent Assistance (RLRA) program and has already connected dozens of residents to ongoing rental assistance. This quarter has been an incredibly exciting time for the SHS Program as Clackamas County residents in need are now being connected to new services which are placing them in housing, providing them supportive case management services, and connecting them to reliable long-term rental assistance.



Programs and Services

The transitional housing and emergency hotel/motel shelter programs stabilized by the SHS Program in the first quarter continued their operations in the second quarter. The SHS team worked throughout the quarter to enhance the levels of cooperation and facilitate further data sharing between the County and the service providers of these programs.

Serenity and Haven Houses are supportive mental health homes which shelter and support some of the most vulnerable people in the County: those who are homeless or are at risk of homelessness as they exit incarceration or are on parole/probation. These clients need additional support due to severe and persistent mental illness, substance use disorders, or co-occurring disorders.

The Hotel/Motel Emergency Shelter Program is a time-limited emergency sheltering program which 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. Participants currently in this program will be transitioned into permanent supportive housing through a combination of services launched in the second quarter.

New Services Launched – Q2

This quarter, the SHS Program executed a series of contracts which resulted from a Request for Proposals (RFP) for housing navigation/placement and supportive housing case management services. This RFP closed in September, 2021 and five organizations, including two culturally specific service providers new to Clackamas County, were selected to provide these services. The organizations listed below executed service contracts with the Housing Authority of Clackamas County in October and November, 2021.

- Clackamas Women's Services
- El Programa Hispano Catòlico (Culturally Specific Provider)
- Greater New Hope Family Services (Culturally Specific Provider)
- Impact NW
- Northwest Family Services

Housing Navigation/Placement Services are now being provided by the above organizations to place participants in the time-limited Hotel/Motel Emergency Shelter Program into permanent rental housing within the Metro Urban Growth Boundary (UGB). Once all households have been moved out of the Hotel/Motel Emergency Shelter Program into housing, they will begin assisting other households identified through the Clackamas County Coordinated Housing Access system. These five contracts have the capacity to assist 102 households this fiscal year. Ten housing navigators will provide flexible services and funding to help households overcome any barriers to securing housing. The population these navigators are assisting is one with extremely high barriers to accessing housing and require longer than typical cases to navigate into permanent housing. These services will also be paired with supportive housing case management services and rental assistance through the RLRA program to ultimately place each household into permanent supportive housing.

Supportive Housing Case Management Services are also being provided by nine case managers from these five organizations and have the capacity to assist 205 households this fiscal year. These ongoing services are flexible, tenant-driven, not time-limited, and voluntary to assist households in achieving housing stability. Households receiving case management services will also be connected with regional long-term rental assistance to create a permanent supportive housing living situation for each household. Case management services are dedicated to ensuring participants remain in permanent housing long-term either through on-going rental assistance and support or by “graduating” from rental assistance and intensive case management.

Regional Long-term and Short-term Rent Assistance was created in partnership with the three Counties and Metro staff and is designed to work like a housing choice voucher providing permanent rent assistance to extremely low-income households. Households enrolled in RLRA may be in permanent housing receiving rental assistance or may still be looking for a rental unit that meets their needs. These two groups are tracked separately to accurately reflect the status of RLRA operations. In addition to RLRA, a limited amount of short-term rent assistance (STRA) is also available to households who are better suited for this type of assistance.

A combination of these initially contracted services paired with rental assistance will build capacity to serve 200 households with permanent supportive housing this fiscal year. While contracts were executed and services launched during the second quarter, services have expanded at a slower pace than initially anticipated due to current labor market challenges and surge in cases of COVID-19. One of our provider partners has been unable to initiate its services due to these complications but is expected to roll-out services beginning in the third quarter. The SHS Program and its provider partners continue to expand and launch services as quickly as the present environment allows and are committed to implementing and utilizing the full capacity of each service contract.



Internal Program and System Development

Internal program and system development in the first half of the fiscal year has been planned and carried out in accordance with the LIP's Priority Program Investments and System Wide Investment Priorities. Below is a summary of the various activities the SHS Program undertook in the second quarter to expand internal capacity, the capabilities of the Program's partner organizations, and public communications.

Ongoing Expansion of Internal Capacity for both the SHS Program team as well as the RLRA operations staff continued. By the end of the second quarter the SHS Program team added a new HMIS Data Specialist who started in early January, 2022 and expanded the team to six (6). The RLRA team was also established this quarter and grew to five (5) staff by the end of December, 2021. Continued expansion will be essential as the services initiated this quarter continue to expand and the SHS Program prepares to launch additional services later this fiscal year.

Development of a New By-Name List Process which is now being utilized in conjunction with RLRA operations staff and provider partners to prioritize and match households to services. Staff collaborate closely with the Program's provider partners to match households in batches as their programs continue to expand and open additional capacity. Participant choice has been heavily emphasized throughout this process to ensure that households are matched to the providers best suited to their needs and preferences. This has provided households a choice and degree of ownership over how they work with the program and help empower their success while working with their preferred service provider.

Professional Development of Partner Organizations is ongoing to ensure that staff is invested in the values of the SHS Program and trained deeply in housing-first principles and various best practices. During the second quarter, County staff held dedicated trainings for provider partners on the RLRA application process, housing navigation best practices, as well as both HMIS and data collection procedures and best practices. These trainings were all recorded and made available to assist partners in training newly hired staff as their programs continue to develop and expand.

Quarterly Newsletters detailing the progress of the SHS Program began distribution to interested residents and the Clackamas County provider community in the second quarter. These newsletters highlight new developments, successes, new provider partners, and important upcoming dates to

help keep the public informed of the program's implementation.

Facilitating the RLRA Process to make every step, from intake to approval, easier and more accurate for all parties involved was emphasized in the second quarter as the RLRA program launched. Staff worked closely with provider partners to clarify RLRA calculations and also created a series of quality control checkpoints in the application process to minimize any potential errors that could affect the clients they serve. The orientation process is also continuously evolving and incorporating new technologies. During initial orientations staff identified some individuals were experiencing trouble with their sight or hearing, so a projector is now utilized during orientations to ensure all attendees are able to receive the information being presented.

Strengthening the Program's Data Collection and Reporting Capabilities in HMIS and beyond was also be a key focus throughout the second quarter. SHS staff is working with provider partners to ensure they each have at least two staff members fully trained in HMIS to enhance their data collection and reporting capabilities. The SHS Program also continued to expand its internal data reporting capabilities with the addition of new staff in the second quarter. This expanded internal data reporting capacity will facilitate data analysis and transparency in the Program's data reporting capabilities as we continue to build the data reporting infrastructure.



Advancing Racial Equity

Prioritizing partnerships with culturally specific providers new to Clackamas County is one of the program's primary strategies to advance racial equity and address the historical lack of culturally specific support services within Clackamas County. Two of the five contracts the SHS Program executed were with culturally specific providers whom are both new to offering housing support services in Clackamas County: El Programa Hispano Catòlico and Greater New Hope Family Services. These organizations both specialize in providing services to historically underserved populations. El Programa Hispano Catòlico's focus is providing services to Oregon's Latino community and Greater New Hope Family Services' focus is assisting Oregon's BIPOC community.

Additionally, staff have taken efforts internally in their continued training and commitment to equity. During the second quarter, staff attended two equity, diversity, and inclusion trainings and the program currently has three representatives sitting on the County's Equity, Diversity, and Inclusion Council. This helps ensure that program staff continuously apply an equity lens in the program's daily operations.

A small, rustic wooden house constructed from light-colored wooden blocks, sitting on a lush green lawn. The house has a gabled roof and a small square opening on the front side.

Financial Summary

At the beginning of FY21-22, the Board of County Commissioners committed to taking up to a \$5M advance from Metro to begin the work of building the SHS program. While \$3M of this advance was received in the first quarter to begin funding the program, the remaining \$2M was received in the second quarter to continue funding program operations. Figure 1 details the funding received, actual expenditures, and executed contract amounts with community based. Due to the delay between invoicing and services being provided, some services will have some of their second quarter expenditures reflected in the third quarter. Administrative expenses currently reflect a higher percentage than will be reflected in future reports as the SHS Program continues to build its internal capacity and be fully implemented throughout this first year.

Figure 1 - FY21-22 Funding and Expenditures

Funding	Q2	YTD Actuals	
SHS Measure Disbursements*	\$189,722	\$906,073	
SHS Funding Advance	\$2,000,000	\$5,000,000	
Total Funding	\$2,189,722	\$5,906,073	
Expenditures	Q2	YTD Actuals	Contracts
FY21 Administrative Staffing Costs	-	\$88,522.29	-
FY21 Programmatic Staffing Costs	-	\$60,244.63	-
FY21 Administration	-	\$264,386.75	-
Housing Placement and Support Services	-	-	\$2,404,947
Emergency/Transitional Sheltering	\$45,710.64	\$120,276.60	\$1,507,464
Short-term Rent Assistance	-	-	\$90,000
RLA Administration	\$68,386.14	\$68,386.14	-
RLA Program Operations	\$126,250.41	\$126,250.41	-
SHS Administration	\$85,290.58	\$152,071.24	-
SHS Program Staff	\$92,727.80	\$173,163.67	-
Total Expenditures	\$418,365.57	\$1,053,301.73	\$4,002,411

**In Q1 this amount was calculated as Metro reported collections, beginning in Q2 this amount is being tracked by disbursements received by the county during the quarter.*

The Clackamas County Local Implementation Plan (LIP) committed to leveraging other funding sources to ensure SHS resources have the greatest impact on residents. On November 2, 2021, the Board of County Commissioners voted to leverage \$2.234M in American Rescue Plan Act (ARPA) funding for the Hotel/Motel Emergency Shelter Program. This program was to be supported with SHS funding. These newly leveraged funds will allow approximately \$2.234M of previously allocated SHS funding to be reallocated towards providing new and expanded services in the third and fourth quarters. The Clackamas County SHS Priority Investments & System Wide Investment Priorities stated in the LIP will be the primary factors guiding how these funds will be reallocated. Figure 2 details the leveraged ARPA funding and actual expenditures of the Hotel/Motel Emergency Shelter Program.

Figure 2 - FY21-22 Leveraged ARPA Funds

Funding		
Leveraged ARPA Funding <i>(Earmarked to cover the projected cost of the Hotel/Motel Emergency Shelter Program)</i>	\$2,234,455	
Expenditures	Q2 Actuals	YTD Actuals
Hotel/Motel Emergency Shelter	\$819,890.16	\$1,784,884.13



Program Outcomes & Population

The outcome and population data contained in Appendix A details Clackamas County's current unmet need, system-wide permanent housing placements, and RLRA recipients through the first half of the fiscal year. While all of the provider partners have been trained in HMIS data entry practices, one agency was unable to report their progress this quarter due to COVID-19 related internal capacity complications. Their data will be incorporated beginning in the third quarter. Reported SHS data in Appendix A includes the population served in the ARPA funded Hotel/Motel Emergency Shelter Program.

The reported Population A/B split for the system-wide unmet need was calculated using proxy data. This likely contributed to a lower estimated number of Population A households; specific population designations are captured as households transition onto SHS funded programs.

The graphs in Appendix A disaggregate population data by race and detail the percentages and counts of race and ethnicity categories selected by individuals served in Clackamas County. Please note that percentages will sum to over 100% as participants could report belonging to multiple categories of race and ethnicity.

For the purpose of comparing service utilization and outcomes between BIPOC and Non-Hispanic White participants, some graphs depict only three mutually exclusive groupings of race/ethnicity: BIPOC, Non-Hispanic White, and Race/Ethnicity Unreported. The reported BIPOC population currently comprises a smaller portion of the SHS Program's population than is reported system-wide. Initial services are assisting populations in time-limited programs which were established prior to the launch of the SHS Program. As current services expand and new services are introduced, we will continue partnering with culturally specific providers to identify and prioritize opportunities to advance racial equity and ensure that the historically underserved BIPOC community is connected to necessary services.

Clackamas County's data analysis team and SHS provider partners are continuing to develop and implement processes for reporting Supportive Housing Services outcomes. At this time, a breakdown of priority populations served by SHS providers is unavailable but it is anticipated that this will be included in the third quarter progress report. In addition to the 63 units of emergency shelter/transitional housing currently supported by the SHS Program and leveraged ARPA funds, the

information in Figure 3 details the number of households matched with SHS services and households enrolled in RLRA as of December 31, 2021. Households receiving assistance through these services will be captured in future progress reports as the reporting infrastructure and relationship building with program participants continues.

Figure 3 - Households Matched for Services

SHS Service Component	Households
Matched for Housing Navigation/Placement	40
Matched for Supportive Case Management	84
HH Enrolled in RLRA – Renting with Assistance	36
HH Enrolled in RLRA – Looking for Housing	53



Looking Ahead – Future Program Growth

Following the decision to leverage ARPA funding to bridge the Hotel/Motel Emergency Shelter Program's finances, the SHS Program is currently identifying how the previously allocated funds can now be utilized. The Clackamas County SHS Priority Investments & System Wide Investment Priorities stated in the LIP will be the primary factors guiding how these funds will be reallocated. In addition to the priorities in the LIP, feedback from the Clackamas County provider community and the Housing/Continuum of Care Steering Committee is also informing how reallocated funds will be utilized. On December 13, 2021, staff held a Community Provider Update and Engagement Session to receive input from attendees representing 20 of the County's community based organizations. Reallocated funds will be utilized to procure new and expanded services from the pool of qualified providers from the Tri-County Request for Programmatic Qualifications for Supportive Housing Services and other procurement methods.

The SHS Program will continue to develop and refine additional trainings, resources, and reporting functions to facilitate the provider partners' work in the third and fourth quarters:

- Expand the series of trainings for provider partners
- Roll out new reporting and accountability tools such as quarterly progress reports
- Launch a new process for paying the security deposits of RLRA recipients
- Design a new training course for service providers on how to conduct unit inspections
- Develop informational flyers for landlords on the benefits of renting to RLRA recipients



Concluding Remarks

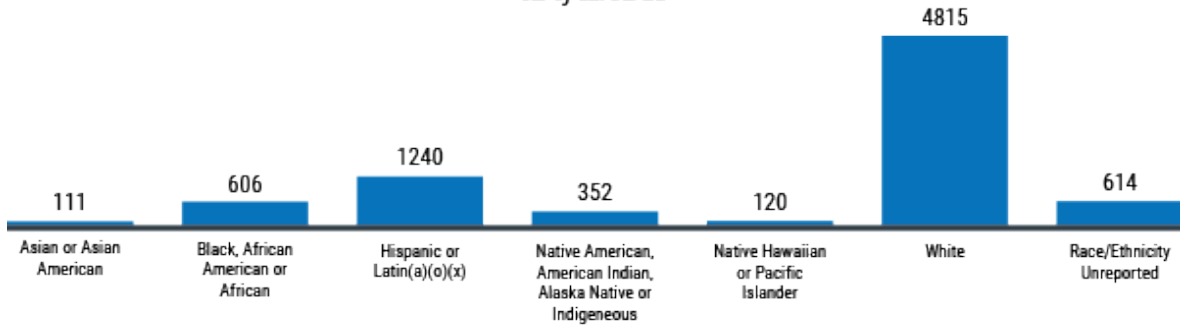
The second quarter was a significant time in launching Clackamas County's SHS Program. Multiple contracts with service providers were executed and new services launched; new partnerships and community engagement efforts laid; and the program continued to enhance and expand internal processes. While the County has embarked on new partnerships with several service providers and began assisting dozens of households, the Program also faced difficulties to overcome. The current labor market has led to a stall in hiring for both the SHS Program and provider partners. Additionally, the surge in COVID-19 cases has caused service complications as key staff both internally and in the provider partners were forced to quarantine.

Even in the face of these challenges, Clackamas County remains committed to enhancing the program's capacity and ability to expand and initiate new programs which will house and bring services to hundreds of residents. The county is laying the foundations for future procurements and contracting, enhancing internal capacity by hiring and training additional staff, and building internal administrative infrastructure for program administration and reporting. The passage of the Intergovernmental Agreement between Clackamas County and Metro in January, 2022, will facilitate further cooperation between Clackamas, Multnomah, and Washington counties with Metro in implementing the SHS Program throughout the region and addressing the crisis of homelessness at the scale it truly requires.

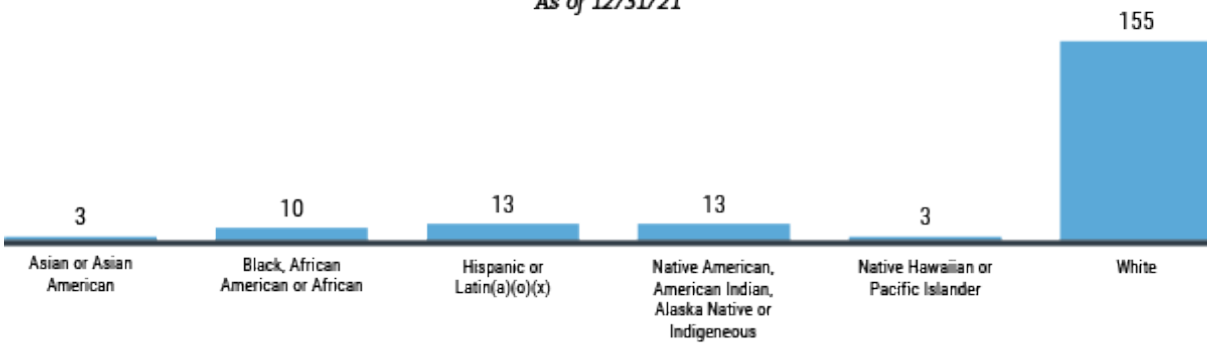
Appendix A

Supportive Housing Services & System Wide Data Disaggregated by Race

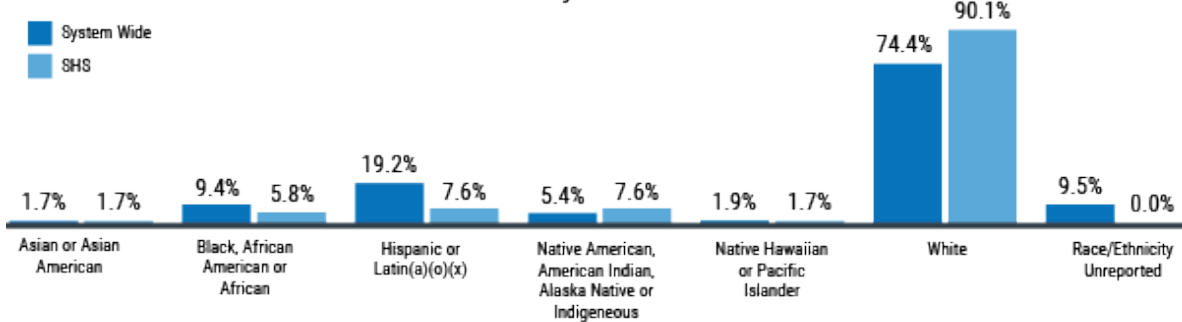
System Wide FY21-22 YTD: Race
As of 12/31/21



SHS FY21-22 YTD: Race
As of 12/31/21

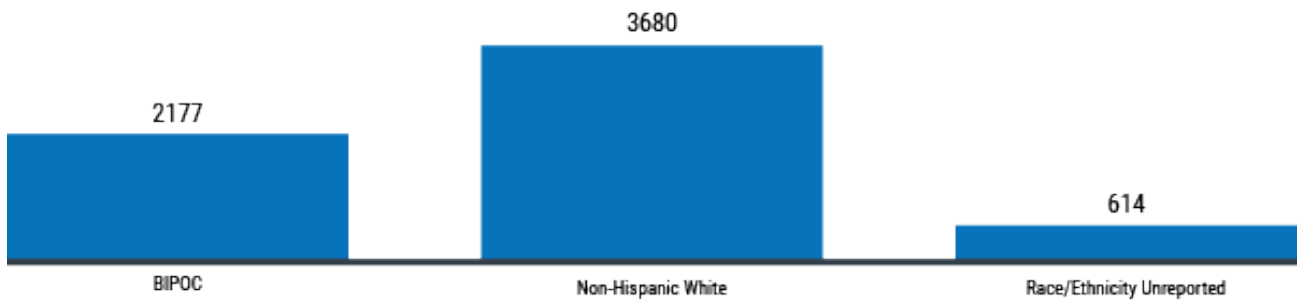


System Wide Compared to SHS FY21-22 YTD by Race
As of 12/31/21



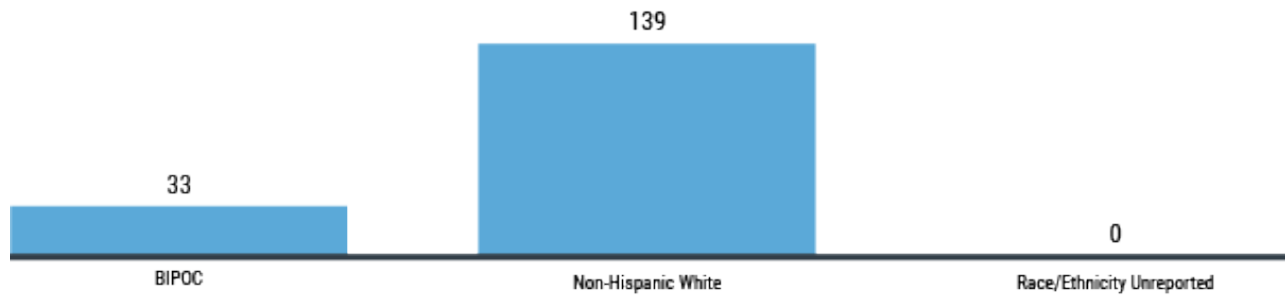
System Wide FY21-22 YTD: Inclusive Racial Categories

As of 12/31/21



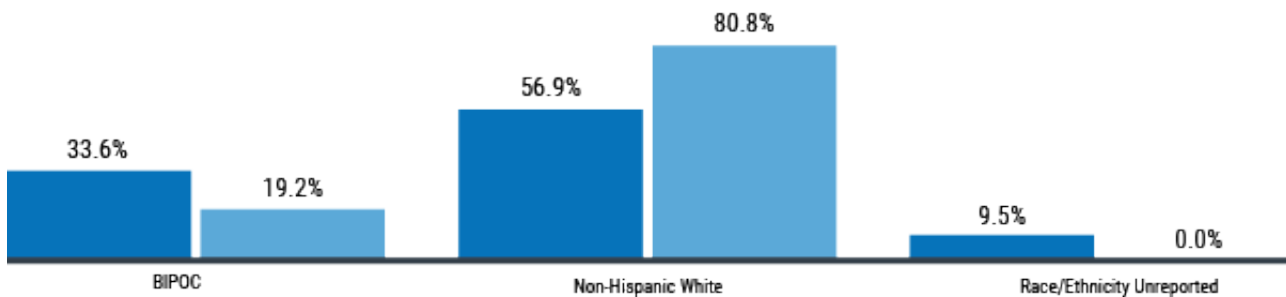
SHS FY21-22 YTD: Inclusive Racial Categories

As of 12/31/21



System Wide Compared to SHS FY21-22 YTD: Inclusive Racial Categories

As of 12/31/21



System Wide Unmet Need

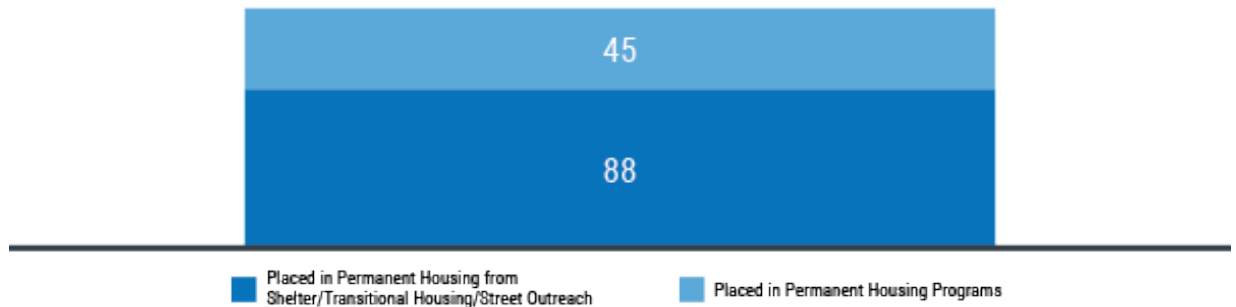
System Wide Unmet Need
As of 12/31/21



System Wide Average Years Homeless by Population with Unmet Need
As of 12/31/21



System Wide Permanent Housing Placements
As of 12/31/21

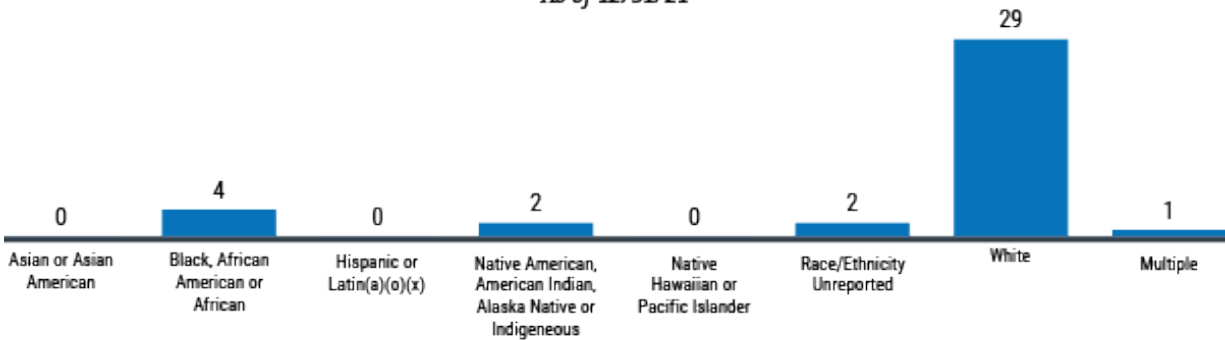


RLRA FY21-22 YTD – Actively Leasing

RLRA Population A/B
As of 12/31/21



RLRA FY21-22 YTD: Race
As of 12/31/21



RLRA FY21-22 YTD: Inclusive Racial Categories
As of 12/31/21

