

# CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Sitting/Acting as Housing Authority Board

## Policy Session Worksheet

**Presentation Date:** 2/22/21      **Approx. Start Time:** 2:00 PM      **Approx. Length:** 30 min

**Presentation Title:** Supportive Housing Services Measure 26-210 - Background and Update

**Department:** Health, Housing & Human Services (H3S)/  
Housing Authority of Clackamas County (HACC)

**Presenters:** Jill Smith, Executive Director of Housing and Housing Services and  
Vahid Brown, Housing and Housing Services team lead

**Other Invitees:** Rod Cook, Interim Director H3S

### WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

None. Providing background and update on preparations for the receipt of funds under Metro Measure 26-210

### EXECUTIVE SUMMARY:

In May 2020, the Supportive Housing Services Measure 26-210 (SHS Measure) was approved by regional voters. The measure was built on a framework created by Here Together, a coalition of businesses and social service agencies, to raise flexible game changing funds to address the current housing crisis. SHS funding will provide rent assistance and needed stabilization services to help people experiencing homelessness or at risk of experiencing homelessness in the Metro region with a focus on advancing racial equity.

#### SHS Funding

Housing Authority of Clackamas County (HACC) a division of Health Housing and Human Services (H3S) will receive the funds for Clackamas County. The SHS Measure tax is a 1% marginal tax on high income earners, individuals making \$125,000+ or joint filers making \$200,000+ and on business profits for businesses with gross receipts of more than \$5 million. Clackamas County will receive 21.33% of the tri-county revenues less the Metro administrative fee of 5%. It is estimated that Clackamas County will receive \$24 M the first year which should go up to about \$53 M annually for rest of the 10-year term.

#### Prioritization

Funding requires a commitment to prioritizing communities of color and those disproportionately impacted by homelessness, while maintaining the 75% population A and 25% population B funding allocation model. Funding percentages can change over time as significant impacts have been made towards meeting the needs of population A, however, the SHS program must begin with a 75% funding focus on meeting the needs of Population A, the most vulnerable in our community.

Population A – 75% of funding

- People who have extremely low incomes AND
- One or more disabling conditions, AND
- Are experiencing long-term or frequent episodes of literal homelessness or at imminent risk of experiencing homelessness

Population B – 25% of funding

- People who are experiencing homelessness OR
- Face/have substantial risk of homelessness

### Services

This funding is much more flexible than federal, state and local funding sources and is truly meant for whatever it takes to help stably house homeless neighbors. Some of the services that can be provided with this funding include but are not limited to:

- Shelter & Shelter Services
- Behavioral Health Services including Addiction & Mental Health Services
- Short-Term/Long-Term Rent Assistance
- Permanent Supportive Housing
- Eviction Prevention and so much more

### Regional Oversight Committee

The Metro Regional Oversight Committee is a 20 member committee. It includes 15 positions for county representatives (5 from each county) as well as 5 non-voting positions held by elected officials (1 from each county, Portland, and Metro). As a whole this committee brings the broad range of backgrounds and experiences to meet the measure requirements set forth in the measure including:

- Experience overseeing, providing, or delivering Supportive Housing Services
- Lived experience of homelessness or severe housing instability
- Experience in the development and implementation of supportive housing and other services
- Experience in delivery of culturally-specific services
- Representation of the private-for-profit sector
- Representation of the philanthropic sector
- Representation of communities of color, Indigenous communities, people with low incomes, immigrants and refugees, the LGBTQ+ community, people with disabilities, and other underserved and/or marginalized communities
- Representation of a Continuum of Care organization

The role of the Regional Oversight Committee is to review Local Implementation Plans to provide independent and transparent oversight of the regional program to ensure implementation is consistent with program goals and principles. The committee will also make annual reports and presentations to the Metro Council and the boards of commissioners of Clackamas, Multnomah and Washington counties regarding the program's challenges, successes and outcomes. The regional oversight committee will meet at least every three months throughout the life of the regional supportive housing services program.

Terms for the committee are two years. The 15 county representatives are listed with their backgrounds in the attachment. Elected delegates include: Multnomah County Commissioner Susheela Jayapal, Washington County Chair Kathryn Harrington, Clackamas County Commissioner Sonya Fischer, City of Portland Commissioner Dan Ryan, and Metro Councilor Christine Lewis.

### Local Implementation Plan (LIP)

HACC is working toward the development of the required Local Implementation Plan (LIP) for Clackamas County. The LIP is a high-level plan with specific required elements describing local housing and homeless service needs, program focus, capacities, funding priorities, etc. in accordance with the Measure and the Regional Supportive Housing Services work plan. The LIP will ultimately serve as an addendum to the IGA between Clackamas County and Metro.

### Required Elements of the LIP

- Must be developed using comprehensive engagement process, prioritizing voices of people with lived experience and from communities of color
- Members of the convened body that develops the local implementation plan must include:
  - People with lived experience of homelessness and/or extreme poverty
  - People from communities of color and other marginalized communities
  - Culturally responsive and culturally specific service providers
  - Elected officials, or their representatives, from the county and cities participating in the regional affordable housing bond
  - Representatives from the business, faith, and philanthropic sectors
  - Representatives of the county/city agencies responsible for implementing homelessness and housing services, and that routinely engage with the unsheltered population
  - Representatives from health and behavioral health who have expertise serving those with health conditions, mental health and/or substance use disorder from culturally responsive and culturally specific service providers
  - Representation ensuring geographical diversity
- A strategy for equitable geographic distribution of services
- A description of how the key objectives of Metro's Strategic Plan to Advance Racial Equity, Diversity, and Inclusion have been incorporated, including:
  - Analysis of racial disparities among people experiencing homelessness and the priority service population
  - Disparities in access and outcomes in current services for people experiencing homelessness and the priority service population
  - Clearly defined service strategies and resource allocations intended to remedy existing disparities & ensure equitable access to funds
  - Articulation of how perspectives of communities of color and culturally specific groups were considered and incorporated
- A review of current system investments, an analysis of the nature and extent of gaps in services to meet the needs of the priority population, broken down by service type, household types, and demographic groups.
- A description of the planned investments that includes the following:
  - Types of services, and how they remedy the service gap analysis
  - Scale of the investments proposed
  - Outcomes anticipated
  - Service delivery models that will be used in each area of service
- A plan for coordinating access to services with partnering jurisdictions and service providers across the region.

- A plan for tracking and reporting outcomes annually
- A plan to evaluate funded services and programs
- A description of how funds will be allocated to public and non-profit service providers, including transparent procurement processes, and a description of the workforce equity procurement standards.
- A description of how the plan will remove barriers to full participation for organizations and communities by providing stipends, scheduling events at accessible times and locations, and other supportive engagement tactics.
- A description of how the plan will prioritize funding to providers who demonstrate a commitment and delivery to under-served and over-represented populations, with culturally specific and/or linguistic specific services, as well as those programs that have the lowest barriers to entry and actively reach out to communities often screened out of other programs.
- A commitment that funding will be allocated as follows:
  - 75% for people who have extremely low incomes and one or more disabling conditions, who are experiencing long-term or frequent episodes of literal homelessness or at imminent risk of experiencing homelessness.
  - 25% for people who are experiencing homelessness or face/have substantial risk of homelessness.

Housing Authority of Clackamas County Local Implementation Plan Steering Committee (LIP Committee)

The Local Implementation Plan steering committee, made up of community members, with an emphasis on racial equity and inclusion, of people with lived experience of homelessness, began meeting last November. The committee has had five productive meetings and will meet one additional time to review the LIP draft. The committee has informed the plan and advised heavily on racial equity strategies and funding priorities.

Prohibition on Supplanting of Funds

SHS Measure funding is meant to be in addition to the current funding of homeless services for Clackamas County and not to replace funding. Supplanting of funds is strictly prohibited in the measure and could lead to funding ineligibility for the county without a temporary waiver.

“In the event that any local government within Metro reduces the funds provided for Supportive Housing Services by that local government, Supportive Housing Services Revenue may not be provided to that local government or be used to provide Supportive Housing Services within the boundaries of that local government. This section is intended to prevent any local government from using Supportive Housing Services Revenue to replace funds currently provided by that local government.

A local government may seek a temporary waiver from this section for good cause, including but not limited to a broad economic downturn.”

Homeless Services Funding Prior to SHS Measure

Total public funding amounts in Clackamas County prior to SHS Funding comprised of Federal, State and Local sources combined and are broken down below and total to \$6,607,477.

	Supportive Housing	Rapid Rehousing & Prevention	Emergency Shelter	Transitional Housing
Public Funding in Clackamas County prior to SHS Funding	\$4,100,276	\$1,755,975	\$518,500	\$232,726

Total Clackamas County investment prior to SHS Funding are broken down below and total to \$1,444,091.

	Supportive Housing	Rapid Rehousing & Prevention	Emergency Shelter	Transitional Housing
Total County Funding prior to SHS Funding	\$776,924	\$514,667	\$152,500	\$0

Source: *Regional Supportive Housing Services Tri-County Data Scan by Kristine Smock (attached)*

Community Engagement Findings

Robust community engagement to identify barriers in homelessness services, barriers specific for Communities of Color and Priorities for Investment was conducted. The key findings are below and will be more fully outlined in the LIP.

Top 2 Gaps/Barriers Identified in Engagements:

- Lack of Behavioral Health Services
- Lack of Shelter and Transitional Housing

Top 2 Barriers for Communities of Color Identified in Engagements:

- Lack of Culturally specific/appropriate services and information
- Mistrust of Government

Top 2 Priorities for Funding Identified in Engagements:

- Shelter and Transitional Housing Services
- Mental Health and Addiction Supportive Services

Next Steps in the LIP Process

- LIP Committee Review of Local Implementation Plan
- Housing Authority Board reviews Local Implementation Plan
- Regional oversight Committee reviews Plan
- Metro Council approves Plan
- Housing Authority and Metro enter into IGA
- Program Implementation Begins (July 2021)

Building a Supportive Housing Services Team

In order to expand capacity and ensure program implementation success, HACC is beginning to develop a Supportive Housing Services Team. Recruitment and hiring is ongoing for several positions to build the SHS program team including a Housing Services Manager, an HMIS data analyst, Sr. Accountant, Sr. Management Analyst, and a Policy, Performance and Research Analyst. More positions will be added and the team expanded as more funding becomes available.

**FINANCIAL IMPLICATIONS (current year and ongoing):**

Is this item in your current budget?  YES  NO

What is the cost? \$0

What is the funding source? N/A

**STRATEGIC PLAN ALIGNMENT:**

- How does this item align with your Department's Strategic Business Plan goals?
  - Improved community safety and health
  - Efficient & effective services
  - Individuals and families in need are healthy and safe
  
- How does this item align with the County's Performance Clackamas goals?
  - Ensure safe, healthy and secure communities

**LEGAL/POLICY REQUIREMENTS:**

None

**PUBLIC/GOVERNMENTAL PARTICIPATION:**

None

**OPTIONS:**

None

**RECOMMENDATION:**

None

**ATTACHMENTS:**

Regional Oversight Committee Membership

Regional Supportive Housing Services Tri-County Data Scan by Kristine Smock

**SUBMITTED BY:**

Division Director/Head Approval \_\_\_\_\_

Department Director/Head Approval \_\_\_\_\_

County Administrator Approval \_\_\_\_\_

For information on this issue or copies of attachments, please contact Jill Smith at 503-502-9278
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# Regional Oversight Committee Members

## **Gabrielle Bates – Clackamas County Representative**

Pronouns: she/her/hers

Gabrielle Bates is a volunteer with Common Cause Oregon. She brings her lived experience as a mother of four navigating community based resources such as Rent Well and Work Source to climb her way out of houselessness. Through her volunteer experience, Gabrielle has honed her communication skills and hopes to serve her community by making it a personal mission to “reach out to individuals and groups to spread awareness of available resources to help people like me who need a hand up.”

## **Heather Brown**

Pronouns: she/her/hers

Heather Brown (she/her/hers) is a real estate agent with RelocatePDX with a background as a psychiatric treatment counselor for at-risk youth. Additionally, she is an advisory board member for the Metzger Park Local Improvement District. Her personal lived experience as a houseless child coupled with her professional experience make her a valuable asset to the committee. Heather is fully aware of an interconnected approach, stating that “getting off the streets isn’t enough...to build actual wealth for generations to come requires the help of the real estate industry and banking industry.”

## **Susan Emmons**

Pronouns: she/her/hers

Susan Emmons was the executive director at Northwest Pilot Project (NWPP) with over 35 years of housing experience. Additionally, she chaired the Housing and Community Development Commission (HCDC) and is a member of the Portland Housing Bond Oversight Committee. While chairing HCDC, she and others created a guiding document for future planning in terms of local budgets, and community development work. Susan realized the dire need of affordable housing, stating that she “learned that we could develop the best housing placement program possible, but if the housing didn’t exist, our services were useless.”

## **Dan Fowler – Clackamas County Representative**

Pronouns: he/him/his

Dan Fowler is the president and co-owner of Abernethy Center, former Oregon City Mayor, and co-founder of the Homeless Solutions Coalition of Clackamas County. He has served as a volunteer on numerous boards and committees, including as chair of Clackamas Heritage Partners and the Providence Willamette Falls Foundation Board. Dan is a compassionate advocate for those who are experiencing houselessness and believes that to advance racial equity, we must “serve those who have been too long ignored or left out.”

**Armando Jimenez**

Pronouns: he/him/his

Armando Jimenez (he/him/his) is a Provider Relations Manager at OHSU Health Hillsboro Medical Center. He has personally experienced and witnessed the impact housing instability has on families and individuals. He brings a background in public health and the ability to work with diverse groups. Additionally, he has worked with migrant farm workers facing unsafe housing conditions. Armando recognizes the importance of safe and affordable housing because “a lack of stable and affordable housing means an inability for families to thrive in all other areas.”

**Ellen Johnson**

Pronouns: she/her/hers

Ellen Johnson is a retired attorney who worked for eight years as a trial attorney for the Metropolitan Public Defender, Inc. and for 30 years as a legal aid attorney with a focus on housing law and fair housing in Washington County. Her personal commitment to housing justice for the BIPOC community is evident through her participation in developing Washington County's Consolidated Plans and Fair Housing Plans and her membership in Housing Land Advocates. Ellen understands the importance of affordable housing and has “a firsthand knowledge of the systemic and institutional drivers that capture people in poverty and the resources people need to move out of the criminal justice system.”

**Jenny Lee**

Pronouns: she/her/hers

Jenny Lee is the deputy director at the Coalition of Communities of Color and has worked her entire career in advocating for social, economic, and racial justice. She brings a variety of experience and skills, including serving as the co-chair to the Metro affordable housing oversight committee and a background coordinating coalitions. Jenny is committed towards ensuring the “successful implementation, particularly for racial equity across the program and prioritizing self-determination for the individuals served.”

**Seth Lyon - Clackamas County Representative**

Pronouns: he/him/his

Seth Lyon is a District 15 manager with the Oregon Department of Human Services in Clackamas County. He has dedicated his career towards serving others with extensive experience in developing supportive housing projects, overseeing housing programs, and developing plans to end homelessness. Additionally, he has served on as a volunteer on multiple committees such as Affordable Housing NOFA and Continuum of Care Executive. Seth hopes to “coordinate supportive services with these new services in a seamless way to work toward ending homelessness in our community.”



**Carter MacNichol**

Pronouns: he/him/his

Carter MacNichol is a project manager at Shiels Obletz Johnsen and is engaged with supportive housing through his membership on the Board of Transition Projects. His previous participation on oversight committees such as the Oregon Metro Zoo Bond and the City of Portland's Arts Tax make him experienced in group decision making and collaboration. Additionally, he brings his valuable skills as the founding board chair of Proud Ground and as a developer of several mixed-use affordable housing projects. Carter is dedicated to advancing racial equity by taking "meaningful action to address systemic racism that has led to disproportionate rates of homelessness among the BIPOC community in the region."

**Felicita Monteblanco**

Pronouns: she/her/hers

Felicita Monteblanco is the public affairs manager at Northwest Health Foundation and a local politician who is very engaged with her community. In 2017 she was elected to the board of directors for the Tualatin Hills Park & Recreation District. Felicita acknowledges the need to center the voices of those with lived experiences and the role race plays in those experiencing homelessness, stating "we must lead with race; we must lead with and acknowledge that our BIPOC communities have been disproportionately impacted by systemic racism and a lack of resources and investment in their communities."

**Jeremiah Rigsby**

Pronouns: he/him/his

Jeremiah Rigsby is the chief of staff at CareOregon. Jeremiah moved to Oregon in 2011 to attend Lewis and Clark Law School. Before moving to Oregon, Jeremiah was a congressional aide to US Congressman Henry Cuellar (2006-2009) and US Congressman Kurt Schrader (2009-2011). During his time on the Hill, Jeremiah worked on a number of policy issues, but focused on health care policy through the development and passage of the Affordable Care Act. After completing law school, Jeremiah joined CareOregon to help develop and advocate for Medicaid and Medicare policy. Jeremiah is devoted to public service and the committee, stating that "this work is not limited to traditional health care alone, and our work on this committee would be critical to addressing the social needs of populations that have been historically underserved."

**Roserria Roberts**

Pronouns: she/her/hers

Roserria Roberts (she/her/hers) is a homeless program coordinator at Oregon Housing and Community Services with a passion to give back to her community. She brings extensive lived and professional experiences, having served as a member of the Oregon Social Justice Funders Network and Commissioner, Multnomah County

Housing and Community Development Commission. Roserria is ardent about ensuring the success of the measure and believes that the committee “has an opportunity to affect housing placement and design, the largest asset for most households, with a lens towards racial equity and justice.”

### **Jahed Sukhun**

Pronouns: he/him/his

Jahed Sukhun is the chief operating officer at the Muslim Education Trust (MET) with experience serving refugees and immigrants who seek affordable housing. His experience at the Oregon Food Bank as well as MET’s food drive in the wake of the COVID-19 pandemic has exposed him to the daily challenges individuals faced before and during the pandemic. Jahed’s instilled motive of helping others directly guides his racial equity lens, stating that “advancing racial equity means to ensure that everyone's voice is heard and that the system in place is designed for the benefit of all constituents regardless of race, ethnicity, age, religion and or sexual orientation.”

### **Mandrill Taylor - Clackamas County Representative**

Pronouns: he/him/his

Dr. Mandrill Taylor (he/him/his) is an addiction psychiatrist with Kaiser Permanente. He brings his expertise in mental health, epidemiology and addiction services as well as his experience serving on multiple equity committees, including the DEI Task Force for the City of Lake Oswego. Mandrill has seen firsthand how individuals experiencing houselessness better succeed when needs are identified and supports are provided. He brings passion to ensure the stated commitment of supportive housing becomes a reality in the allocation of resources; who is served, and how they are served.

### **Kathy Wai - Clackamas County Representative**

Pronouns: she/her/hers

Kathy Wai has over a decade of experience in social services, policy advocacy and culturally specific programs. She was previously an organizer with SEIU Local 503, legislative director for Rep. Alissa Keny-Guyer, chair of Housing and Human Services, and field director for the Asian Pacific American Network of Oregon. Kathy most recently worked on the 2020 Census to ensure that BIPOC communities were accurately counted. Kathy strives to advance racial equity by advocating with those who have been most affected by injustice. She also serves on the North Clackamas School Board and TriMet's Board of Directors representing the Clackamas region.

**Source: Metro Supportive Housing Services Website**

# REGIONAL SUPPORTIVE HOUSING SERVICES Tri-County Data Scan



Prepared by  
**Kristina Smock Consulting**  
for



**Metro**

**November 2020**

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## Introduction

In May 2020, voters approved a measure to raise money for supportive housing services for people experiencing homelessness or at risk of homelessness in Multnomah, Clackamas and Washington counties. The regional Supportive Housing Services (SHS) program will fund a range of homeless and housing services, including supportive housing, rapid rehousing, rent assistance, homelessness prevention, and wraparound clinical and social service supports.

Metro worked with its jurisdictional partners in June and July 2020 to compile baseline data from across the three counties to support regional planning for SHS implementation. County staff gathered and shared data on public funding, system capacity, outcome measures and programmatic cost estimates for homeless services in their counties. Additional information was compiled from each county's Continuum of Care applications, Housing Inventory Counts and Annual Performance Reports.

This report provides a cross-county summary analysis of the data. The analysis includes the entire scope of each county's homeless services, not just the area within Metro's service district. It offers a snapshot of the region's current homeless services landscape as a starting point to help inform further information gathering, analysis and decision making. It is intended as an internal document to support Metro and its jurisdictional partners in their SHS program planning work.

## Public Funding

Each county was asked to provide data on the sources (federal, state or local) and amounts of all public funding for supportive housing, rapid rehousing, homelessness prevention, emergency shelter and transitional housing programs in their jurisdiction. The analysis in this section shows the funding data provided by each county, broken out by program area.

The public funding across all three counties totals to more than \$112 million:

Public Funding	Multnomah	Washington	Clackamas	Total
Supportive Housing	\$38,628,151	\$5,769,658	\$4,239,884	\$48,637,693
Rapid Rehousing & Prevention <sup>1</sup>	\$34,188,197	\$1,963,541	\$2,209,027	\$38,360,765
Emergency Shelter	\$17,041,310	\$3,016,174	\$1,337,805	\$21,395,289
Transitional Housing	\$1,333,565	\$2,045,234	\$232,726	\$3,611,525
<b>Total</b>	<b>\$91,191,223</b>	<b>\$12,794,607</b>	<b>\$8,019,442</b>	<b>\$112,005,272</b>

These figures primarily reflect the public funding that flows through each county's Continuum of Care and homeless services department. Counties also worked to compile data on relevant funding allocated through their local Community Action Agencies and Housing Authorities. Funding that is paid directly to service providers or reimbursed through Medicaid billing is not fully reflected in the data. None of the funding or system capacity data in the report includes COVID-related funding or programming.

The main sources of public funding captured in the data include:

Federal:

- *Housing and Urban Development (HUD):* Continuum of Care (CoC), Housing Choice Vouchers, Project Based Vouchers, Community Development Block Grant, Housing Opportunities for Persons with AIDS, Emergency Food and Shelter Program, Emergency Solutions Grant, Family Unification Program Vouchers
- *HUD-Veterans Affairs:* Veterans Affairs Supportive Housing, Supportive Services for Veteran Families
- *Health and Human Services:* Runaway and Homeless Youth

State:

- *Oregon Housing and Community Services:* Emergency Housing Assistance, State Housing Assistance Program, Elderly Rental Assistance
- *Oregon Health Authority:* Medicaid, Medicare, State Mental Health Services Fund
- *Oregon Department of Human Services*
- *Oregon Department of Justice*

Local:

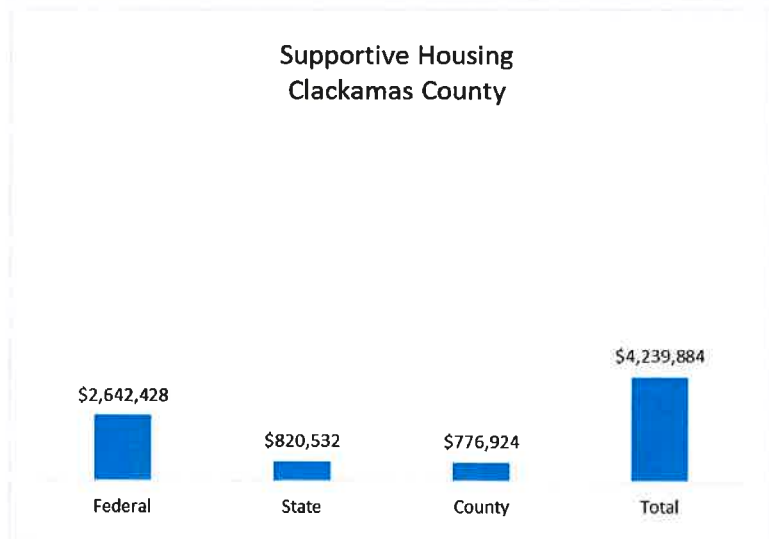
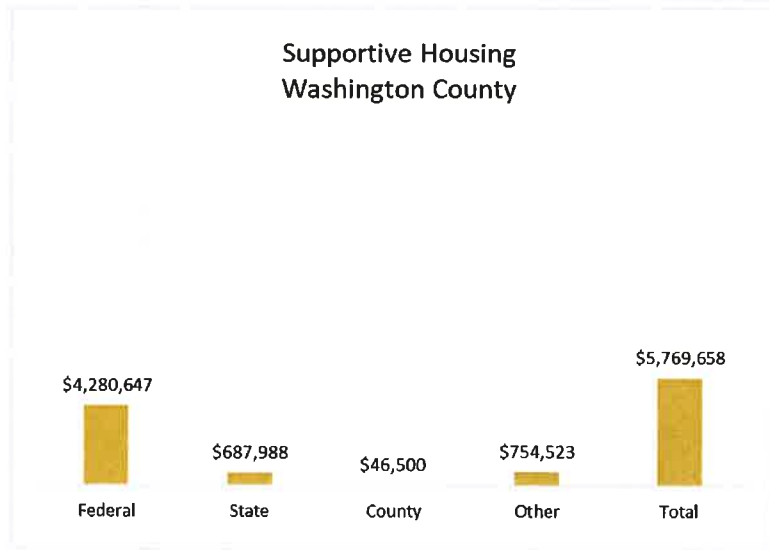
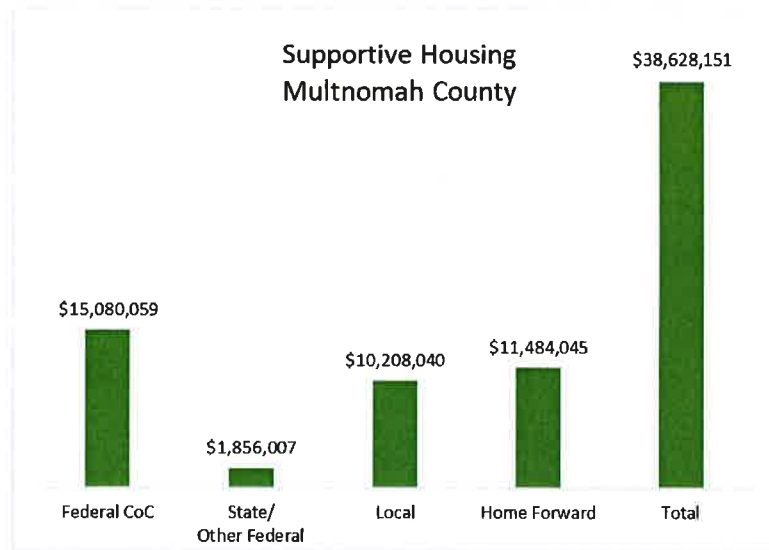
- *County:* Multnomah, Washington and Clackamas County General Funds, Washington County Safety Levy
- *City:* City of Portland General Fund

The charts on pages 5-8 show the amounts of federal, state and local funding by county for each program area.

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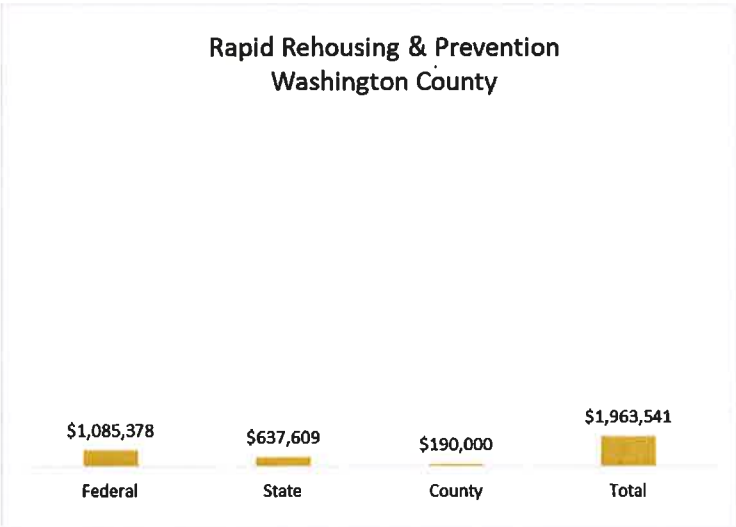
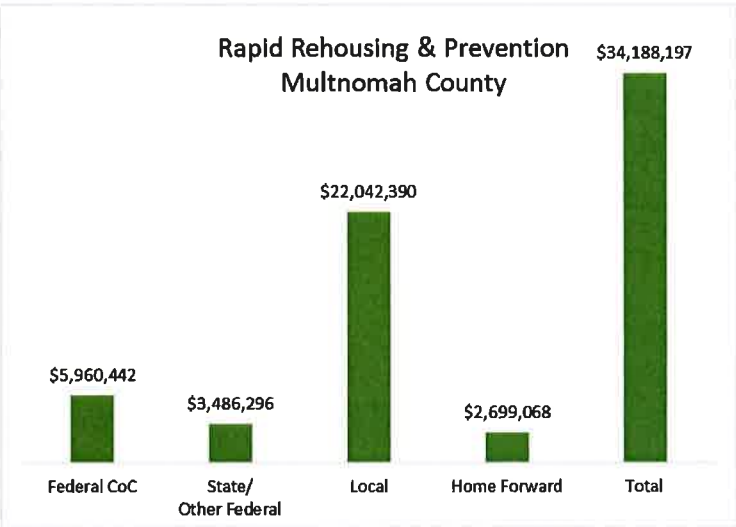
<sup>1</sup> Multnomah County combines rapid rehousing and homelessness prevention services into the same budget category. For consistency, funding information for these two program areas has been combined into one category for all three counties. Washington County's rapid rehousing funding is \$1,151,926 and prevention funding is \$811,615. Clackamas County's rapid rehousing funding is \$1,656,715 and prevention funding is \$552,312.

## Supportive Housing

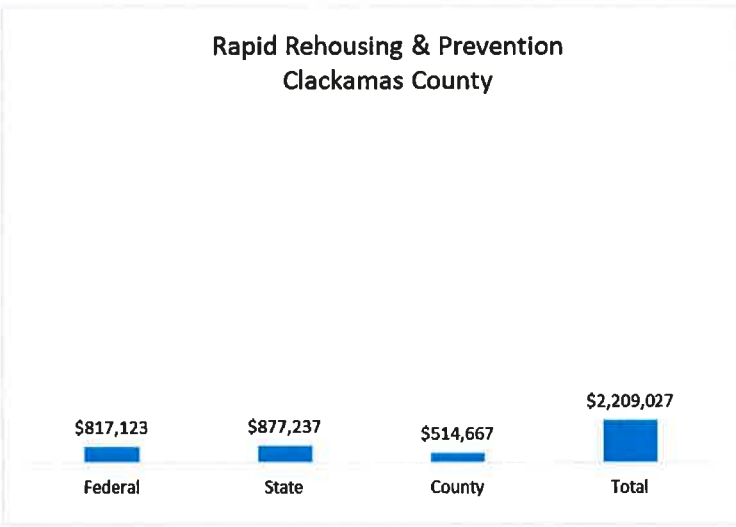


**Total Tri-County Public Funding for Supportive Housing: \$48,637,693**

**Rapid Rehousing and Prevention**

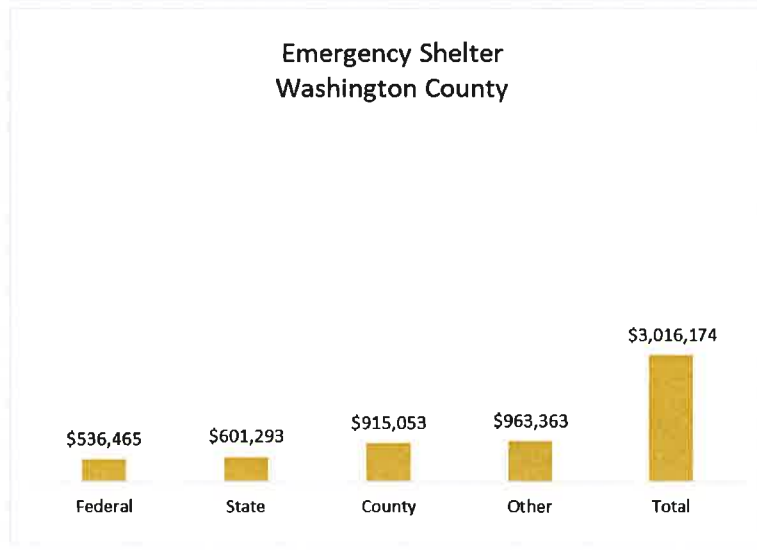
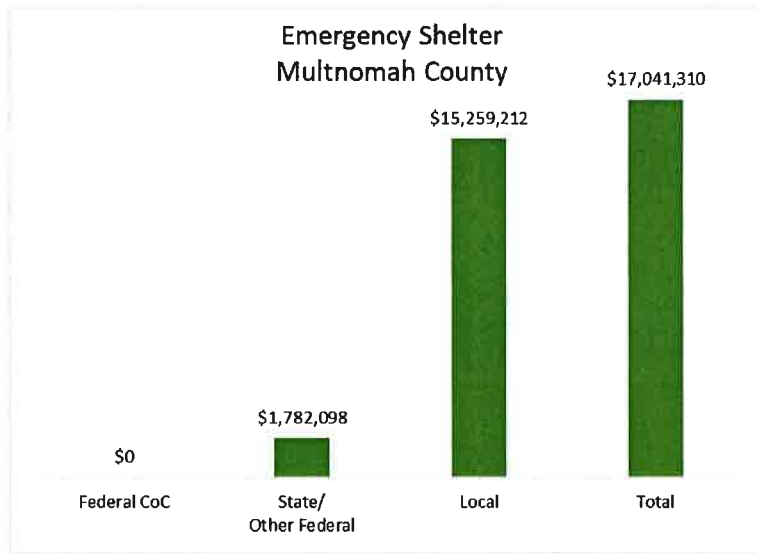


**Total Tri-County Public Funding for  
Rapid Rehousing & Prevention:  
\$38,360,765**

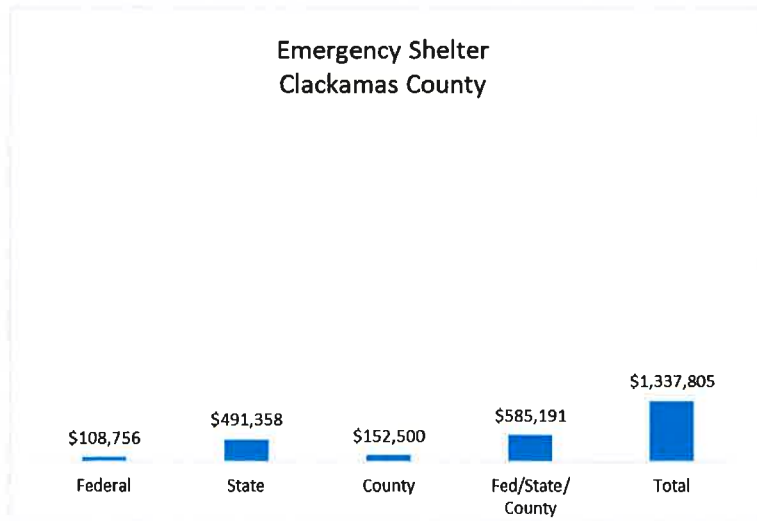




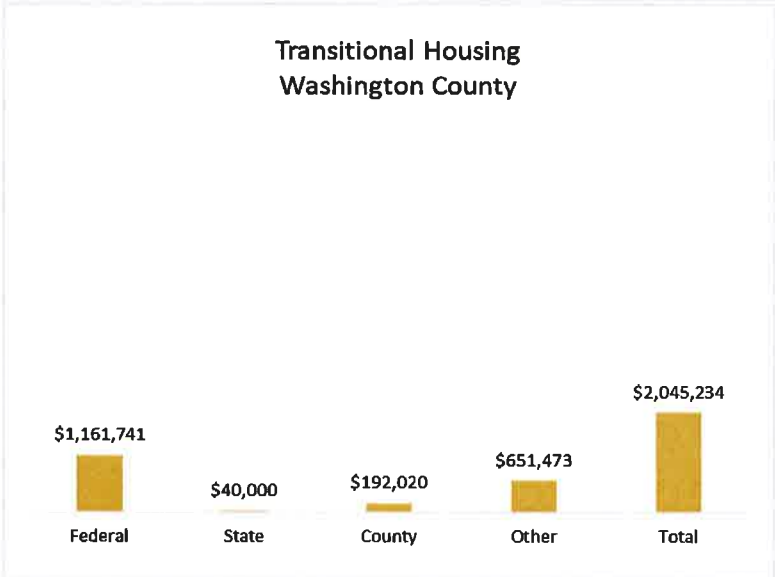
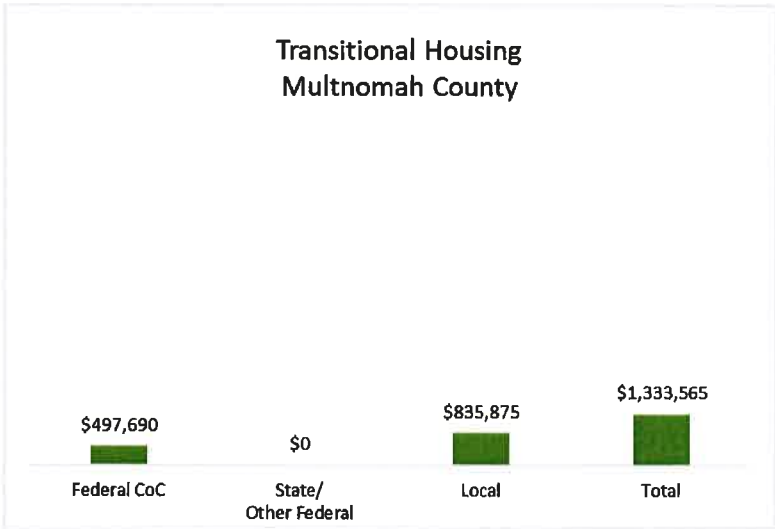
## Emergency Shelter



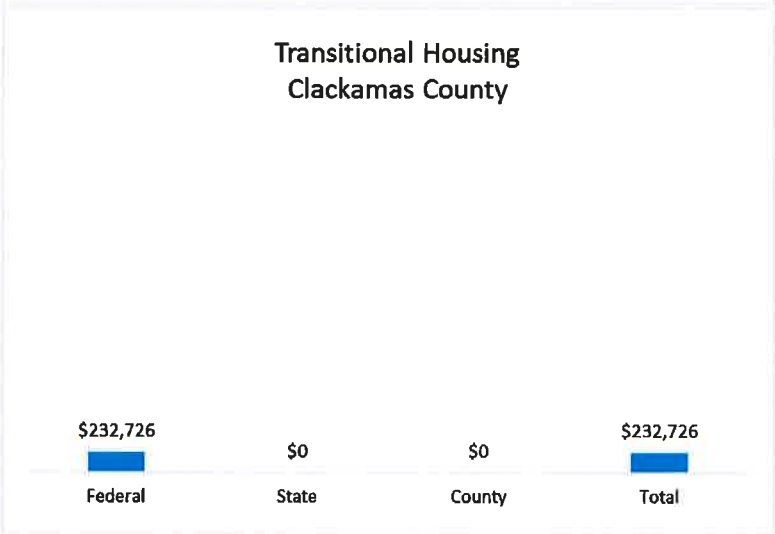
**Total Tri-County Public Funding  
for Emergency Shelter:  
\$21,395,289**



**Transitional Housing**



**Total Tri-County Public Funding  
for Transitional Housing:  
\$3,611,525**



## System Capacity

The regional scan of homeless service system capacity focuses on supportive housing, rapid rehousing, homelessness prevention, emergency shelter and transitional housing programs. The first part of this section summarizes bed capacity for each program area based on point-in-time data. The second summarizes the number of households served annually within each program area.

### Bed Capacity (Point-in-Time Data)

The Housing Inventory Count (HIC) provides a comprehensive snapshot of each county's bed capacity on a single night. It includes publicly funded programs as well as those that don't receive any public funding and don't participate in the county's Homeless Management Information System (HMIS). The data in this section are based on each county's 2020 HIC, which was conducted on January 23, 2020.

The HIC is a useful way to understand system capacity at a single point in time, but it also has limitations that need to be kept in mind:

- The HIC shows how many people the system can serve on a given night, but not how many people are served over the course of a year. (The section on households served provides that information.)
- The HIC doesn't include everyone being served via rapid rehousing on a given night due to the way the data are collected, and it doesn't include homelessness prevention programs at all.
- The HIC doesn't systematically capture seasonal and severe weather emergency shelter beds. Those beds are included in the *Total Bed Capacity* chart below, but they are not guaranteed from year to year.

Total Bed Capacity (Point-in-Time 2020)		Multnomah	Washington	Clackamas	Total
Supportive Housing	Total beds	4947	509	401	5857
Rapid Rehousing	Total beds	2186	231	159	2576
Emergency Shelter	Year-round beds	1607	125	99	1831
	Seasonal & severe weather	284	109	209	602
Transitional Housing	Total beds	746	126	35	907

The HIC provides information on how bed capacity is allocated by certain HUD-defined sub-populations and household types on the night of the count. The allocations may shift over time, particularly for programs that are not facility based. The sub-population categories that are tracked in the HIC do not capture the full range of populations served or all of the populations that are prioritized for services by specific programs, so the insights they offer are limited. The sub-populations are not mutually exclusive, and households can be counted in more than one category.

Bed Capacity by Population and Household Type (Point-in-Time 2020)	Multnomah	Washington	Clackamas	Total
<b>Supportive Housing Beds</b>				
Total beds for households with children	1734	166	180	2080
Total beds for households without children	3213	343	221	3777
Beds for veteran households with children	124	117	69	310
Beds for veteran households without children	680	140	128	948
Domestic violence program beds	74	0	7	81
Unaccompanied youth beds	67	0	0	67

<b>Bed Capacity by Population and Household Type (Point-in-Time 2020)</b>	<b>Multnomah</b>	<b>Washington</b>	<b>Clackamas</b>	<b>Total</b>
<b>Rapid Rehousing Beds</b>				
Total beds for households with children	1717	211	126	2054
Total beds for households without children	461	20	33	514
Beds for veteran households with children	11	12	14	37
Beds for veteran households without children	86	7	23	116
Domestic violence program beds	265	18	21	304
Unaccompanied youth beds	181	0	3	184
<b>Emergency Shelter Beds</b>				
Total beds for households with children	379	117	77	573
Total beds for households without children	1297	6	22	1325
Beds for veteran households with children	0	0	0	0
Beds for veteran households without children	110	0	15	125
Domestic violence program beds	111	24	54	189
Unaccompanied youth beds	68	3	0	71
<b>Transitional Housing Beds</b>				
Total beds for households with children	44	39	27	110
Total beds for households without children	698	87	8	793
Beds for veteran households with children	0	27	0	27
Beds for veteran households without children	112	66	0	178
Domestic violence program beds	0	8	0	8
Unaccompanied youth beds	80	10	22	112

### Households Served (Annual Data)

Data on the number of households served in each program area over the course of a year provide another lens for understanding system capacity. Compared with point-in-time data, annual data provide a more complete picture of how many people the system can serve. The data on households served also include homelessness prevention programs, which are an important part of the regional system that aren't captured in the HIC. One limitation of the data on households served is that programs that don't participate in HMIS (or don't consistently enter their program data into HMIS) may not be reflected in these data.

The data in the *Total Households Served* chart below are based on the most recently available annual data from 2019 and 2020. (The specific data years within 2019-20 vary from county to county.)

<b>Total Households Served (Annual 2019-20)</b>	<b>Multnomah</b>	<b>Washington</b>	<b>Clackamas</b>	<b>Total</b>
Supportive Housing	3540	393	346	4279
Rapid Rehousing	4000	135	152	4287
Prevention	3430	335	145	3910
Emergency Shelter (year-round beds)	5490	233	n/a <sup>2</sup>	n/a
Transitional Housing	1290	206	17	1513

<sup>2</sup> Recent data on the number of households served in year-round emergency shelter for Clackamas County aren't available because one of the county's year-round shelters was demolished and rebuilt, and a full year of data aren't yet available.

The *Households Served by Population and Household Type* chart below provides data on households and people served, broken out by certain HUD-defined sub-populations and household types. These data are from each county's Continuum of Care Annual Performance Reports (APRs) for FY 2018-19, so they are less current than the data in the *Total Households Served* chart above. APRs for FY 2019-20 are not yet available.

As with the HIC, the population categories collected and reported on in the APRs are limited and don't capture the full range of populations that are served by the region's homeless services system. The categories also aren't mutually exclusive, and individuals and households can be counted in more than one category.

<b>Households Served by Population and Household Type (Annual FY 2018-19)</b>	<b>Multnomah</b>	<b>Washington</b>	<b>Clackamas</b>	<b>Total</b>
<b>Supportive Housing</b>				
Total households served	3392	385	261	4038
Households with children and adults	517	42	53	612
Households without children	2874	343	208	3425
Households with only children <sup>3</sup>	1	0	0	1
Total persons served	4828	543	391	5762
Veterans	888	138	113	1139
Chronically homeless persons	1792	175	180	2147
Persons fleeing domestic violence	90	16	23	129
Youth under age 25	80	1	3	84
<b>Rapid Rehousing</b>				
Total households served	3507	115	159	3781
Households with children and adults	1151	89	129	1369
Households without children	2319	26	30	2375
Households with only children	8	0	0	8
Total persons served	6563	355	476	7394
Veterans	602	32	36	670
Chronically homeless persons	1285	14	70	1369
Persons fleeing domestic violence	359	25	47	431
Youth under age 25	393	11	10	414
<b>Homelessness Prevention</b>				
Total households served	2869	242	141	3252
Households with children and adults	1198	167	48	1413
Households without children	1629	75	92	1796
Households with only children	2	0	1	3
Total persons served	6501	741 <sup>4</sup>	255	6756
Veterans	486	33	45	564
Chronically homeless persons	445	5	4	454
Persons fleeing domestic violence	127	34	4	165
Youth under age 25	264	15	21	300

<sup>3</sup> "Households with only children" refers to households comprised only of persons under age 18, including unaccompanied minors, adolescent parents and their children, and adolescent siblings.

<sup>4</sup> Additional households were served through the Emergency Food and Shelter Program.

<b>Households Served by Population and Household Type (Annual FY 2018-19)</b>	<b>Multnomah</b>	<b>Washington</b>	<b>Clackamas</b>	<b>Total</b>
<b>Emergency Shelter</b>				
<b>Total households served</b>	<b>4480</b>	<b>231</b>	<b>660</b>	<b>5371</b>
Households with children and adults	168	140	11	319
Households without children	4156	34	649	4839
Households with only children	92	57	0	149
<b>Total persons served</b>	<b>5136</b>	<b>573</b>	<b>688</b>	<b>6397</b>
Veterans	473	2	76	551
Chronically homeless persons	1501	26	146	1673
Persons fleeing domestic violence	642	54	16	712
Youth under age 25	695	93	47	835
<b>Transitional Housing</b>				
<b>Total households served</b>	<b>1242</b>	<b>185</b>	<b>17</b>	<b>1444</b>
Households with children and adults	29	32	13	74
Households without children	1207	153	1	1361
Households with only children	4	0	3	7
<b>Total persons served</b>	<b>1291</b>	<b>278</b>	<b>44</b>	<b>1613</b>
Veterans	350	114	0	464
Chronically homeless persons	360	14	0	374
Persons fleeing domestic violence	62	17	1	80
Youth under age 25	144	18	22	184

## Outcome Metrics

The counties were asked to share the outcome metrics that they currently report on for each program area. This information was supplemented with data from the counties' Continuum of Care applications and Annual Performance Reports (APRs). This section summarizes the primary outcome metrics that are currently collected for each program area. It is intended to provide baseline information as a starting point for the development of regional outcome metrics.

Each county prioritizes specific outcome metrics for each program area (and in some cases for individual projects within a program area). There is some overlap, but there are also some outcome metrics that are only gathered by one county. The outcome metrics that are gathered consistently across all three counties are those that are required by HUD as part of the Continuum of Care reporting. This section begins with some of these shared outcome metrics and then lists additional outcome metrics that are used by individual counties (or specific projects within a county) but are not collected consistently across all three counties.

Many of the outcome metrics in this section could be disaggregated by race and other demographic data as part of regional SHS outcome reporting. Additional outcome metrics could be developed for SHS reporting that draw upon HUD-required universal data elements (UDE) that are currently collected in HMIS by all three counties. There are also opportunities to develop new outcome metrics that expand upon the HUD-required data fields.

### Cross-County Outcome Metrics

These are the primary HUD-required outcome metrics that are collected consistently across all three counties. The performance data are based on FY 2018-19 APRs and FY 2019 Continuum of Care applications.

Outcome Metrics	Multnomah	Washington	Clackamas
<b>Supportive Housing (PSH)</b>			
% of persons served who remained in PSH or exited to permanent housing	94%	95%	94%
% of adults who gained or increased total income from entry to annual assessment or exit	46%	60%	62%
% of adults who gained or increased employment income from entry to annual assessment or exit	11%	9%	13%
% of adults who gained or increased non-employment cash income from entry to annual assessment or exit	37%	55%	53%
<b>Rapid Rehousing (RRH)</b>			
% of persons exiting RRH to permanent housing	91%	82%	83%
% of persons served in RRH who moved into housing	85%	75%	81%
Average length of time between RRH start date and housing move-in date, in days	36	40	43
% of adults who gained or increased total income from entry to annual assessment or exit	11%	43%	32%
% of adults who gained or increased employment income from entry to annual assessment or exit	7%	28%	19%
% of adults who gained or increased non-employment cash income from entry to annual assessment or exit	5%	23%	15%

Outcome Metrics		Multnomah	Washington	Clackamas
<b>Homelessness Prevention (HP)</b>				
% of persons served in HP who remained in permanent housing or exited to permanent housing		94%	99%	84%
% of adults who gained or increased total income from entry to exit		8%	3%	9%
% of adults who gained or increased employment income from entry to exit		6%	3%	6%
% of adults who gained or increased non-employment cash income from entry to exit		3%	1%	4%
<b>Emergency Shelter (ES)</b>				
% of persons served in ES who exited to permanent housing <sup>5</sup> (see footnote 5 for limitations of this measure)		21%	46%	3%
% of adults who gained or increased total income from entry to exit		7%	15%	7%
% of adults who gained or increased employment income from entry to exit		4%	8%	3%
% of adults who gained or increased non-employment cash income from entry to exit		3%	9%	3%
<b>Transitional Housing (TH)</b>				
% of persons served in TH who exited to permanent housing		60%	77%	100%
% of adults who gained or increased total income from entry to annual assessment or exit		37%	28%	63%
% of adults who gained or increased employment income from entry to annual assessment or exit		26%	17%	63%
% of adults who gained or increased non-employment cash income from entry to annual assessment or exit		12%	14%	0%
<b>Returns to Homelessness</b>				
% of persons who exited the homeless services system to a permanent housing (PH) destination and returned to the homeless services system in:				
<6 months	Exit was from PH (includes PSH and RRH)	9%	0%	0%
	Exit was from ES	22%	5%	5%
	Exit was from TH	9%	1%	0%
6-12 months	Exit was from PH (includes PSH and RRH)	8%	3%	3%
	Exit was from ES	11%	7%	0%
	Exit was from TH	7%	0%	0%
2 years	Exit was from PH (includes PSH and RRH)	28%	5%	3%
	Exit was from ES	45%	15%	8%
	Exit was from TH	26%	2%	0%

<sup>5</sup> There are several limitations to this measure: (a) Multnomah and Clackamas have high rates of missing data on exit destinations (55% and 95%), which is a common issue for shelters that exit clients in HMIS after they do not return for a period of time; (b) some of the data, particularly for Clackamas, include warming centers that are not intended to help participants transition to permanent housing. For families with children in Clackamas (a data set that better reflects exits from year-round shelters with services), 60% exit to permanent housing (with a missing data rate of only 12%).



**Additional Outcome Metrics**

This section lists the metrics in addition to those in the above chart that are used by at least one county (or in some cases by specific projects within a county) to measure outcomes.

<b>Supportive Housing</b>
People/households newly placed or retained
Bed utilization
Housing stabilization period
Length of time people remain homeless
Equitable access and participation in program by BIPOC participants
Resource connections
Engagement in trackable onsite or offsite services
Connections to health insurance, primary care and mental health services
6-month and 12-month housing retention
<b>Rapid Rehousing</b>
People/households newly placed or retained
Bed utilization
Length of time people remain homeless
Equitable access and participation in program by BIPOC participants
6-month and 12-month housing retention
<b>Prevention</b>
People/households newly placed or retained
Prevent homelessness for extremely low and low-income households
Equitable access and participation in program by BIPOC participants
6-month and 12-month housing retention
<b>Emergency Shelter</b>
People/households served
Bed utilization
Length of time people remain homeless
Equitable access and participation in program by BIPOC participants
<b>Transitional Housing</b>
People/households newly placed or retained
Bed utilization
Participants enrolled in education program
Length of time people remain homeless
Equitable access and participation in program by BIPOC participants
<b>System-Level Metrics</b>
Inflow and outflow reporting

## Cost Analysis

The data scan gathered information on current program costs to provide a starting point for Metro and its jurisdictional partners to work together to develop a methodology for determining SHS cost projections. The intent of the cost analysis was to better understand the range of costs for different program models as well as the factors that influence whether a specific project is at the low end or high end of the range. The analysis also aimed to assess what we can learn from the available data, and the gaps and limitations of that data, in order to provide a baseline to help inform further research and planning.

Recognizing that public funding covers only a portion of the total costs of most projects, the counties worked to gather more complete budget data for their programs. This was a significant undertaking with a short turnaround time, and the comprehensiveness of the budget data that could be collected varied by project and program area. As a result, the analysis of average costs reflects some but not all of the additional costs to programs beyond the public share. The analysis also doesn't capture providers' full administrative costs or any of the administrative costs to the jurisdictions, but those costs will need to be incorporated into SHS budget projections.

Even if the budget information for the analysis was complete, there are some inherent limitations to using current cost data to inform SHS program costs. Some existing projects are under-funded, so their budgets don't necessarily capture what it would actually cost to implement sustainable programs that reflect best practices. In addition, many projects rely on a wide array of leveraged services, some of which are not reflected in their budgets and are impossible to fully quantify. As the region scales up its programming, these leveraged services may not be able to meet the increased demand unless they are also funded.

The cost analysis has additional methodological limitations that should be kept in mind:

- Varying levels of completeness in the budget data across projects contribute to some of the variations in each county's average costs.
- Since the analysis relied on relatively small sample sizes, in some cases the average costs were distorted by a single program with disproportionately high costs related to unique features of its program model or disproportionately low costs due to incomplete budget information. When the outliers significantly skewed the averages, they were excluded from the calculations.
- Due to data inconsistencies and limitations in a few of the data sets, the analysis of average costs sometimes required the use of estimates and extrapolations.
- In a few cases, insufficient data made it impossible to develop a reasonable estimate. These are noted in the chart below with "n/a" and explanatory footnotes.

### Average Costs

Cost Category	Multnomah	Washington	Clackamas
<b>Supportive Housing</b>			
Rent: average annual cost per unit	\$10,808	\$13,172	\$15,008
Supportive services: average annual cost per unit	\$4,775	\$10,714	\$6,914
Average total annual cost per unit (rent+services+admin)	\$17,076	\$24,886	\$23,048
<b>Rapid Rehousing</b>			
Rent: average annual cost per household served	\$6,207	\$4,103	\$5,232
Supportive services: average annual cost per household served	\$4,500	\$3,477	\$4,846
Average total annual cost per household (rent+services+admin)	\$12,303	\$8,029	\$11,366

Cost Category	Multnomah	Washington	Clackamas
<b>Homelessness Prevention</b>			
Average annual cost per household served	\$1,993 <sup>6</sup>	\$2,373 <sup>7</sup>	\$3,009
<b>Emergency Shelter<sup>8</sup></b>			
Average annual cost per household served	\$3,104 <sup>9</sup>	\$13,808	n/a <sup>10</sup>
Average annual cost per bed	\$12,274	\$17,818	\$4,756 <sup>11</sup>
<b>Transitional Housing</b>			
Average annual cost per household served	n/a <sup>12</sup>	\$11,537	\$13,690
Average annual cost per unit	n/a	\$20,928	\$19,394

### Factors Influencing Costs

Within each program area, there is typically a range of costs, with some projects costing less than the average and some costing significantly more. This section summarizes the most common program-related factors that influence whether costs are at the low end or high end of the range for each program area.

It should be noted that while the factors listed in this section are important to consider when planning for future program costs, some projects were on the low end of the cost range for this analysis because the available cost data did not include the project's full costs.

### Supportive Housing

- Household type and size
- Acuity of need of population served
- Service model – e.g. Intensive Case Management and Assertive Community Treatment are more expensive than support services that primarily focus on connecting tenants to other resources
- Availability of clinical services – these services are often not reflected in the project's budget data if they are provided by partners or funded through Medicaid billing, but they affect the overall costs
- Availability of flexible funding to cover direct costs for specific services tailored to each household
- Staff to client ratios – underfunded programs often have ratios that are higher than best practice guidelines, which can limit the effectiveness of the supportive services
- Operating model – e.g. upfront costs for developed units are higher than for leased units, but ongoing costs are lower; services are more expensive to provide at scattered sites than a single site

### Rapid Rehousing

- Household type and size

<sup>6</sup> This figure is a rough extrapolated estimate due to limited data.

<sup>7</sup> This estimate excludes one outlier program with an average cost per of \$41,352 per household; if that outlier is included in the estimate, the average cost is \$8,870.

<sup>8</sup> A goal for this analysis was to determine an average cost for housing placements out of shelter, but that wasn't possible for several reasons: (a) funding to support housing placement out of shelter is often budgeted as rapid rehousing and isn't part of the shelter budget; (b) there is a high percentage of missing data on housing placements out of shelter, as noted earlier in this report; (c) not all shelters are designed or funded to support housing placement.

<sup>9</sup> Due to limited data, this figure is only based on public costs for emergency shelter.

<sup>10</sup> Insufficient data were available to calculate average costs per household for emergency shelter for Clackamas County.

<sup>11</sup> Due to limited data, this is a rough extrapolated estimate that reflects the average operating costs of church-run shelters combined with the average public cost for case management.

<sup>12</sup> Insufficient data were available to calculate average costs for transitional housing for Multnomah County.

- Acuity of need of households served
- Length and intensity of housing retention support and wrap-around services provided
- Staff to client ratios
- Average length of service

**Prevention**

- Household type and size
- Level and duration of rent assistance provided
- Level of other financial assistance provided
- Availability and level of case management or other support services
- Average length of service

**Emergency Shelter**

- Household type and size
- Acuity of need of population served
- Operating model – e.g. shelters on church property run by volunteers are less costly (but also more limited) than facility-based shelters
- Availability and level of case management or housing placement support
- Type of programming – e.g. domestic violence and youth shelters often have higher costs than those without such specialized services

**Transitional Housing**

- Household type and size
- Acuity of need of population served
- Operating model – e.g. facility-based vs. scattered site transition-in-place
- Type and level of case management and programming provided
- Average length of service

**Comparisons to Other Available Cost Data**

**Supportive Housing**

Corporation for Supportive Housing (CSH) Estimates

Nationally, CSH calculates average costs for tenancy support services at \$7,200 per household per year, with costs ranging as high as \$17,000 for Assertive Community Treatment services. For the 2019 tri-county CSH report,<sup>13</sup> CSH worked with local stakeholders to develop an estimated annual service cost of \$10,000 per household based on a survey of actual costs from a sample of local providers. The estimate is based on a ratio of one case manager to 10 clients for scattered site and one case manager to 15 clients for single site. It also includes flexible service funding for direct costs not covered by community-based and Medicaid-paid services.

Average annual costs per household		Individuals	Families
Supportive Services		\$10,000	\$10,000
Rent Assistance	Private market unit	\$13,000	\$19,600
	Regulated affordable housing unit	\$7,000	\$7,000

<sup>13</sup> “Tri-County Equitable Housing Strategy to Expand Supportive Housing for People Experiencing Chronic Homelessness.” Corporation for Supportive Housing. 2019.

CSH’s cost estimate for rent assistance for private market units is based on HUD’s 2018 fair market rents (FMR) and does not include the gap between FMRs and actual rental costs in the market. The estimate for regulated affordable housing units is based on costs from a sample of local projects.

Portland State University (PSU) Estimates

PSU’s Homelessness Research and Action Collaborative’s 2019 report<sup>14</sup> provides cost estimates that are similar to CSH’s but are based on cost ranges rather than a single figure for each cost category:

Average annual costs per household		Individuals	Families
Supportive Services		\$8,800-\$10,000	\$8,800-\$10,000
Rent Assistance	Private market unit	\$11,352-\$18,960	\$14,904-\$41,000
	Regulated affordable housing unit	\$6,000-\$8,000	\$6,000-\$8,000

The low end of PSU’s service cost estimates is based on an analysis of Multnomah County’s spending dashboard; the high end is based on CSH’s estimate. PSU’s rent assistance cost estimate for private market units is based on HUD’s 2017 FMR and hypothetical small area FMR zip code max as well as Portland’s 2017 State of Housing report. The regulated affordable housing unit estimate is based on CSH’s estimate and Multifamily NW’s 2019 Apartment Report.

**Rapid Rehousing**

HUD’s Family Options Study,<sup>15</sup> which is one of the most rigorous national studies of housing interventions for homeless families, found the average monthly cost per household of rapid rehousing was \$880, which translates into an annual cost of \$10,560. (Actual annual costs per household would be lower since not all households served in a given year receive 12 months of services.) Housing costs constituted 72% of the total average costs while supportive services constituted 28%.

**Prevention**

A HUD study of the Homelessness Prevention and Rapid Rehousing Program<sup>16</sup> found an average cost of \$897 per person and \$2,252 per household for homelessness prevention assistance. Financial assistance (including rent assistance, utility payments and moving costs) constituted 73% of average costs while supportive services constituted 27%.

**Emergency Shelter**

HUD’s Family Options Study found an average monthly per household cost of \$4,819 for emergency shelter, which translates into an annual cost of \$57,828. Actual annual costs per household served would be lower since few households remain in emergency shelter for 12 months, but the annual cost estimate provides a proxy for the annual operating costs of shelter space for one family. Supportive services made up 63% of the average costs, and shelter costs made up 37%.

**Transitional Housing**

HUD’s Family Options Study found an average monthly per household cost of \$2,706 for transitional housing, which translates into an annual cost of \$32,472. The annual cost estimate provides a proxy for the annual operating costs of one unit of transitional housing for families. Supportive services constituted 42% of program costs, on average, and housing costs constituted 58%.

<sup>14</sup> “Governance, Costs, and Revenue Raising to Address and Prevent Homelessness in the Portland Tri-County Region.” Portland State University. 2019.

<sup>15</sup> “Family Options Study: 3-Year Impacts of Housing and Services Interventions for Homeless Families.” HUD. 2016.

<sup>16</sup> “Homelessness Prevention and Rapid Re-Housing Program (HPRP): Year 3 & Final Program Summary.” HUD. 2016.

### **Potential Next Steps**

This initial cost analysis offers a starting point for SHS cost planning that will need to be supplemented with additional research. Possible next steps could include:

- Asking a sample of service providers representing a range of models in each program area to provide full budget data for their programs to support a more complete analysis of costs.
- Working with service providers to identify what it would actually cost to implement their programs with fidelity to best practices.<sup>17</sup>
- Determining the proportion of housing units within each relevant program area that will be developed vs. leased in order to more accurately estimate housing costs.
- Applying an annual inflation factor to all costs to more accurately project SHS costs over time.<sup>18</sup>

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<sup>17</sup> For example, CSH's Services Staffing and Budget Tool enables supportive housing providers to combine actual program data with best practice guidelines to develop cost estimates: <https://cshcloud.egnyte.com/fl/KibC8XSZTs#folder-link/>.

<sup>18</sup> The CSH tri-county report suggests using inflation factors of 1.5% for operating costs, 1.5% for rental assistance, and 2% for services.

# Supportive Housing Services

in Clackamas County





# Supportive Housing Services (Measure 26-210)

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- Framework created by HereTogether, a coalition of businesses and social service agencies
- Clackamas County will receive 21.33%
- Estimated \$53 Million annually
  - 1% marginal tax on all taxable income of more than \$125,000 for individuals and \$200,000 for joint filers
  - 1% tax on profits from businesses with gross receipts of more than \$5 million. A tax on business profits does not tax business income that pays for such expenses as payroll, rent, equipment and inventory purchases



# Prioritizing communities in need

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- Communities of color and those disproportionately impacted by homelessness
- 25% of SHS funds will be devoted to services for those experiencing homelessness or at substantial risk of experiencing homelessness.
- 75% devoted to services for people who have extremely low-income, one or more disabling conditions; and are experiencing or at imminent risk of experiencing long-term or frequent episodes of literal homelessness.

# Services we can provide with this revenue:

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- street outreach services
- transition and placement services
- in-reach
- basic survival support
- mental health services
- interventions and addiction services (crisis & recovery)
- physical health services
- interventions for people with physical impairments and disabilities
- short and long-term rent assistance
- eviction prevention
- financial literacy
- employment, job training and retention education
- peer support services
- workplace supports
- benefits, navigation and attainment (veteran benefits, SSI, SSDI, other benefits)
- landlord tenant education and legal services
- fair housing advocacy
- shelter services
- bridge/transitional housing
- discharge interventions
- permanent supportive housing services
- affordable housing and rental assistance
- other supportive services

# Local Implementation Plan (LIP)

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- Must be developed using comprehensive engagement process, prioritizing voices of people with lived experience and from communities of color
- Include a strategy for equitable geographic distribution of services
- A description of how the key objectives of Metro's Strategic Plan to Advance Racial Equity, Diversity, and Inclusion have been incorporated
- A review of current system investments, an analysis of gaps in services to meet the needs of the priority population, broken down by service type, household types, and demographic groups
- A description of the planned investments that includes:
  - the types of services, and how they remedy the service gap analysis
  - the scale of the investments proposed
  - the outcomes anticipate and service delivery models that will be used in each area of service
- A plan for:
  - coordinating access to services with partners across the region
  - tracking and reporting outcomes annually and evaluating funded services and programs

# Clackamas County Funding Prior to SHS

	Supportive Housing	Rapid Rehousing & Prevention	Emergency Shelter	Transitional Housing
<b>Public Funding in Clackamas County prior to SHS Funding</b>	\$4,100,276	\$1,755,975	\$518,500	\$232,726

	Supportive Housing	Rapid Rehousing & Prevention	Emergency Shelter	Transitional Housing
<b>Total County Funding prior to SHS Funding</b>	\$776,924	\$514,667	\$152,500	\$0

Total Public Funding Prior to SHS Measure = \$6,607,477    Total County Contribution = \$1,444,091

Source: *Source: Regional Supportive Housing Services Tri-County Data Scan by Kristine Smock*

# Top barriers learned from engagement

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- lack of effective behavioral health services
- not enough shelters and transitional housing
- not enough rental assistance funding
- there is not enough investment in outreach
- eligibility/qualification requirements for services and assistance
- lack of supportive housing, systems navigation, and programs to develop necessary life skills

# Top Barriers for communities of color

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- lack culturally specific and appropriate services and information
- mistrust of government
- disproportionate issues with rental screening barriers
- barriers in accessing services:
  - implicit and explicit bias in coordinated housing access system intake, prioritization and service delivery
  - lack of coordination on entry into system (need for no wrong door)
  - not enough options on ways to access system, include mobile access, multi-language intake
- other equity issues
  - housing discrimination/fair housing issues
  - equity and trauma informed care, services and housing
  - institutional racism barriers

# Priorities for funding from Engagement

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- Investing in shelters and transitional housing with services
- Establishing low/no-barrier mental health and addiction supportive services
- Improving service navigation and integration
- Creating supportive housing opportunities & affordable housing units

# Next steps and building a team

- Housing Authority Board reviews plan
- Regional oversight Committee reviews plan
- Metro Council approves plan
- Housing Authority and Metro enter into IGA
- Recruitment for several positions to begin building a Supportive Housing Services team:
  - Housing Services Manager
  - HMIS data analyst
  - Sr. Accountant
  - Sr. Management Analyst
  - Policy, Performance and Research Analyst

