

Clackamas County Continuum of Care- FY 2024 Ranking Process

This year HSSC made several changes to the application submission and rating and ranking process. HSSC developed a new “survey” option for agencies to submit their applications; however, also allowed agencies to submit through the current scorecard form. HSSC also established a Scoring Committee to score and rank proposed projects. The Scoring Committee met with 3 non-conflicted members of the HSSC on September 19th to finalize rating and ranking. Out of 6 Scoring Committee members, 4 have lived experience of homelessness.

This year’s competition included significant revisions to the score cards to better align with local and HUD priorities, improve applicant understanding of CoC expectations and provide clarity for reviewing and scoring applications. **Target population, housing component type, number of households to be served, and cost effectiveness** were some of the **objective criteria** included on all score cards. Scorecard Revisions are outlined below:

All Scorecards Instructions were added to scorecards to provide more clarity to applicants establishing that narrative responses should focus on the specific project being proposed and not their organization. In previous years, some agencies focused on their organization with limited information on the specific project making it difficult for HSSC to appropriately evaluate the project. The instructions also clarified that narrative responses must also describe how sub-recipients, if any, will meet the standards established in each question. Many of the applications submitted includes sub-recipients and HSSC wants to ensure that all agencies involved in a project meet the criteria established in the score card. Additionally, the definition of culturally specific organization, culturally specific project, equity and Housing First were enhanced for clarity and understanding. HSSC also added a sub-question related to LGBTQIA+ community under the equity question to further align with HUD priorities. To accommodate new questions, we revised the number of points awarded across narrative response and project performance criteria. Points assigned to each narrative response and project performance criteria are provided below in the tables.

New Project Renewal, Renewal and First Year Renewal New questions related to consumer engagement and people with lived experience of homelessness engagement were added to these scorecards to further align with HUD and Local priorities. A new question related to cross-system collaboration was included in the **Youth New Applicant and Youth Renewal** scorecards to align with HUD and local priorities.

The following table includes qualitative and quantitative elements that are used to rate and rank each project based on project type. **Score Cards award points for projects that address severe barriers to accessing housing and services:** This includes questions tied to Housing First policies and practices; points associated with increasing cash and non-cash benefits; collaboration with healthcare organizations; and points tied to projects serving Chronically Homeless households. There are several criteria that all projects are rated and ranked upon including culturally specific organization/culturally specific project; consumer/youth engagement; Equity; Healthcare organization engagement and collaboration; and Housing First. The remaining criteria are tailored towards specific project type it is assigned. Potential bonus points were awarded to projects that met each of the following criteria:

- The project increased the number of 100% Dedicated Chronically Homeless beds or Dedicated PLUS beds, intended to serve participants with severe barriers.
- The project increased to the number of total RRH beds.

- The applicant is a Culturally Specific Organization and/or the project is culturally specific.

Score Card (Project) Type/Criteria	New Applicant	New Project Renewal	First Year Renewal	Renewal	Youth New Applicant	Youth Renewal
Minimum Project Threshold Requirements (such as HMIS, CE, and Equal Access)	X				X	
HUD Application Requirements (such as eligible activities, project type)	X				X	
Increasing RRH and dedicated CH beds and projects that served non-chronic single adults.	X				X	
Bonus Points for Culturally specific organization and/or culturally specific project (4 points and 2 points)	X	X	X	X	X	X
Consumer/Youth Engagement – Collecting and using participant feedback (10 points – New Question)	X	X	X	X	X	X
Equity including policies and training; centering individuals with lived experience of homelessness; applying anti-racist/equity lens to project; centering individual from the LGBTQIA+ community (LGBTQIA+ sub-question is new this year (12 points)	X	X	X	X	X	X
People/Youth With Lived Experience of Homelessness Engagement – NEW QUESTION (10 points)		X	X	X		X
Healthcare Organization Engagement and Collaboration (12 points for New Applicant, Youth New Applicant; 10 points for Youth Renewal; 9 points for New Project Renewal and First Year)	X	X	X	X	X	X
Commitment to using Housing First Approach (12 points for all except Youth Renewal; 8 points for Youth Renewal)	X	X	X	X	X	X
Cross-System Collaboration – NEW QUESTION (7 points)					X	X
Agency Administrative Capacity (10 points)	X				X	
Federal Grant Experience and Documented Success (10 points)	X				X	
Agency and Staff Homelessness Experience (12 points)	X				X	
Positively Contribute to HUD’s System Performance Measures (12 points)	X				X	
Bonus Points for Projects increasing the number of 100% Dedicated Chronically Homeless beds or Dedicated PLUS beds,		X	X	X		X

intended to serve participants with severe barriers or increasing the total number of RRH beds. (2 points)						
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Project Performance Criteria All existing projects are also rated and ranked based on project performance. **Reviewers used up-to-date past performance data** for all applications for which the data was available, including all renewal projects. Data was pulled by our team for individual projects based on recently completed program year. New applicant projects do not have project performance criteria and are excluded from this table. The table below shows the project performance criteria by project type.

Project Performance Criteria	New Project Renewal	First Year Renewal	Renewal	Youth Renewal
Compliance: Steps needed to be incorporated into CHA are complete (6 points)	X			
Compliance: Project does not currently have unresolved HUD monitoring findings or is in process of resolving. (5 points for Youth Renewal; 4 points for Renewal)			X	X
Compliance: Was the APR for the most recently completed program year submitted to HUD on time? (5 points for Youth Renewal and 4 points for Renewal)			X	X
Compliance: Project has made progress on creating a project manual (10 points)		X		
Drawdowns: Projects that are within one month of starting their operating year have hired staff for this project (projects with more than a month until implementation, full points) (6 points)	X			
Drawdowns: Project spent all CoC funds in contract year. (from HUD) (6 points)			X	X
Expended Funds: Project is on track to expend all funds by the end of the Program Year. Calculate percent spent, prorated based on program year progress. (from HUD) (6 points)		X		
HMIS Data Quality: New staff trained in HMIS policies and procedures. If new staff is responsible for HMIS data entry, also trained in data entry. (projects with more than a month until implementation, full points) (7 points)	X			
HMIS Data Quality: Had 0% null/missing on all HMIS data elements on (Data Quality (Local 0260) v12.1.) (5 points for Youth Renewal; 6 points for Renewal)			X	X
HMIS Data Quality: Had less than 4% null/missing on all HMIS data elements (Data Quality (Local 0260) v12.1.) (5 points for First Year)		X		X
Performance- Utilization: At the end of last operating year, did you serve the number of households indicated in your grant agreement? * (6 points for Youth Renewal and First Year; 7 points for Renewal)		X	X	X
Bed Utilization: A completed HMIS Project Request form has been submitted to HMIS Data Team, hmisadmin@clackamas.us , indicating the number and types of beds/units available through this project. (7 points)	X			

Ending Homelessness: The agency participates in CoC and is a voting member (attended at least 3 meetings in the past 12 months). (7 points)	X			
Ending Homelessness: The PSH program meet the local goal of at least 99% of clients remaining in permanent housing placement or exited to permanent housing. (APR Q5a8, Q23a & b) OR The TH program met the local goal of at least 99% of clients exiting to permanent housing OR The RRH program or Joint Component TH-RRH program met the local goal of at least 87% of clients who exited the program to permanent housing, maintain permanent housing 6 months after program exit. (7 points)		X	X	X
Ending Homelessness: The PSH program met the local goal of leasing up the first participant within three months after the first staff person hired. OR The RRH program met the local goal of leasing up the first participant within one month after first staff person hired. (7 points)		X		
Increased or Maintained Income: At least one staff person is registered or completed SOAR training. Please provide documentation for SOAR Training (5 points for First Year; 6 points for New Project Renewal)	X	X		
Increased or Maintained Income: All homeless programs met the local goal of at least 80% of adult clients having increased or maintained total income at end of operating year or at exit (APR 19a1 & 19a2). (6 points for Renewal; 5 points for Youth Renewal)	X		X	X

Our scorecard measured performance utilization rates, exits to permanent housing destinations, and increasing participant income as factors to achieving positive housing outcomes and improving system performance that were explicitly evaluated using the attached score card. This ensured projects followed **24 CFR part 578**, eLOCCS drawdown rates and timely APR submittal are considered, while funds recaptured by HUD and monitoring/audit findings are included in the score. The score card was completed by CoC staff using HMIS and project application data, and project staff provided answers to the narrative section.

Each of the score cards used by the review team are attached below. Our team submitted all new and renewal project applications through Esnaps to the CoC by the deadline set by the CoC, September 9th, 2024. The projects included in our FY2024 CoC Application were reviewed and scored by the HSSC

Scoring Subcommittee on September 17th, 2024. The HSSC monitored, evaluated, reviewed, accepted, and ranked on September 19th, 2024. Minutes of this and other HSSC meetings are available to the public.

New Project Applications: CWS RRH-Latinx New Project (DV Bonus), CWS SSO CE Expansion, CWS RRH Expansion, and H3S Housing the People PSH (CoC Bonus)

Extensive outreach was done by the CoC to encourage new applicants. This included information shared through the county website, information sent out to an approximately 360 member CoC list-serve, technical assistance open office hours, community meetings, monthly CoC meetings, and 1:1 conversation with prospective agencies considering applying. Unfortunately, no new agencies chose to apply. We did receive the following four new project applications from existing service providers:

PH-RRH DV Bonus Project: Clackamas Women’s Services (CWS) and Safety Compass (SC) will collaborate to provide safe, stable housing and appropriate trauma-informed, victim-centered services to increase autonomy, self-sufficiency, safety, and well-being. SC is a survivor-led advocacy organization mainly serving survivors of commercial sexual exploitation/sex trafficking. They are recognized as an expert in the field offering specialized advocacy, web and phone-based support for families of missing and chronically exploited youth and adults, and training for professionals and community members. With CWS as the lead applicant and SC as the sub-recipient, we will increase housing and support services for individuals and families of persons experiencing trauma or a lack of safety related to fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking. Additionally, victims of human trafficking face unique barriers to accessing housing. This project will leverage the extensive population-specific and culturally responsive expertise of CWS and SC to increase access to housing and support services for victims of human trafficking with rental assistance and wrap-around supportive services. Services are voluntary and participants determine their own goals with skilled direct service staff offering support in achieving those goals. Consequently, services often look very different for each participant. To help participants make informed decisions about the services they choose to access, the Housing Case Managers share the array of support available from the collaborative partner and the larger community, all while maintaining non-judgmental support, unconditional positive regard, and transparent and honest communication. CWS and SC are both collaborative partners and active participants in A Safe Place-Family Justice Center. These agencies are currently collaborating to provide transitional housing to trafficking survivors through the OVC FY2022 grant award. Even before the award, SC worked closely with CWS to reduce barriers for participants to access housing services. This collaborative project will benefit from the well-established infrastructure of CWS’ robust Shelter and Housing Program, which utilizes both public and private funding sources to provide flexibility to meet the individual needs of victims of domestic and sexual violence, stalking, elder abuse, and trafficking.

RRH Expansion Project (DV): This project will provide rapid rehousing (RRH) assistance and supportive services through a scattered-site tenant model for households experiencing domestic or sexual violence or trafficking and who are homeless or fleeing. In addition to financial assistance, CWS Housing Case Managers (HCM) support survivors throughout their

time in the RRH program and beyond, from identifying available housing and offering help with housing applications to providing follow-up support. Program participants work with an HCM to identify and apply to a full-market rental of their choice, with the lease in their name.

Engagement with CWS is voluntary and has no time limit, and we frequently leverage other resources to provide ongoing wrap-around support services after the rental assistance ends.

Every RRH participant is presented with a range of tailored voluntary supportive services, including information and referrals for CWS services, such as counseling, legal services, support groups, and youth and children's services; assistance navigating services and service delivery systems; accompaniment to appointments and advocacy with other providers; information and referrals to other providers offering emergency services, public benefits, and youth services; ongoing risk assessments and safety planning; and emotional support. CWS also leverages resources to support RRH participants in meeting their basic needs, such as clothing vouchers, transportation, assistance in furnishing and household items, and moving services, as needed and available

Housing the People New PSH Project: The House the People (HTP) Program in Clackamas County will be a newly launched project designed to provide Permanent Supportive Housing (PSH) to 19 households who are chronically homeless. This program will follow the Housing First approach, emphasizing the immediate need for stable housing as a foundation for addressing other life challenges. Participants in this program will have extensive histories of homelessness and will experience complex health issues, such as mental illness, substance use, and physical disabilities. Through HTP, eligible households will receive a rent subsidy coupled with intensive, person-centered supportive services aimed at fostering housing stability and helping participants achieve personal milestones in health, employment, and other areas of their lives. A key element of the program is that there is no imposed time limit for participants, allowing them to remain in the program for as long as necessary to ensure sustained housing stability. HTP will operate without any sub-recipients, ensuring streamlined services and direct oversight. The program will be supported by a dedicated team, including one full-time Case Manager. This Case Manager will provide intensive, ongoing case management services to the 20 households, ensuring that participants receive consistent and comprehensive support to address their individual needs and reach their goals. The HTP Program is grounded in a data-driven approach to addressing homelessness. According to FY 23-24 data from Clackamas County's Coordinated Housing Access, the by-name list has identified the highest number of chronically homeless individuals in need of PSH as 2,218 single adults and 635 families (head of household only). The HTP Program aims to address this critical need, focusing on providing long-term housing solutions, fostering self-sufficiency, and improving the overall well-being of participants. The program empowers participants to not only secure stable housing but also maintain it while making progress in other aspects of their lives.

Renewal Project Applications:

Ten Ranked and Scored Renewal Projects: The HSSC received ten renewal applications. Each project was evaluated by the scoring review team based on performance, as well as the providers' ability to positively contribute to local and HUD priorities and meet the needs of the community.

Note on ranking expansion projects in Tier 2: This year, the CoC Scoring Committee and Housing Services Steering Committee (CoC Governing Body) opted to score expansion projects in Tier 2 based on local priorities.

Four Projects Ranked but Not Scored: There were four projects that could not be evaluated or had outcomes that could not be compared with the other CoC projects. **Coordinated Housing Access (CHA), CWS Coordinated Entry Renewal and Expansion (new application) and Homeless Management Information System (HMIS)** could not be evaluated by the review team in a meaningful way to compare with the other projects because these projects are system administrative functions and do not serve participants in the same way as TH, RRH or PSH projects. CHA, our Coordinated Entry, screens for the other programs and HMIS is used to collect and analyze data. For Coordinated Entry and HMIS, The HSSC decided that projects which are necessary for the success of the whole continuum need to be included at the top of Tier 1.

Projects Accepted but Not Ranked: As per instructions in the FY2024-FY2025 CoC NOFO, two YHDP Renewal Projects were accepted but not ranked. The CoC Planning application was also reviewed for threshold compliance and quality of narrative response but was not ranked.

Rejected or Reduced Projects: No projects were officially rejected or reduced during the FY2024 Ranking Process. The CoC initially received applications for CoC Bonus funds equaling more than the allowable dollar amount for which our CoC could apply. In an effort to determine collaboratively, with the support of the Scoring and Steering Committees, a discussion was had between H3S Social Services and Clackamas Women's Services (CWS), the two agencies applying for Bonus Funds, to determine how to proceed. Initially Social Services intended to apply to expand their Housing our Families project. They opted to not submit an application to expand the project at this time but rather invest more funds into the new PSH project, Housing the People. CWS opted to decrease the amount for which they were applying to expand projects, in order to support the House the People PSH project. The Scoring and Steering Committees both approved this decision.

Year Round Project Evaluation

Clackamas County CoC monitors project performance through contract check-in (occurring at minimum quarterly), during APR review prior to submission, through regularly scheduled data quality and performance utilization reports, and as part of the evaluation, review, scoring and ranking process. Coordinated Entry, PIT count, and equity analysis data are used by the CoC to determine local needs. The score cards used for the CoC ranking process are developed and overseen by the Housing Services Steering Committee (HSSC), the steering committee charged with overseeing the CoC, as part of mid-year program and system performance. If the HSSC determines that a program is underperforming the HSSC will support programs to improve performance, following the CoC Corrective Action Process as per the CoC Bylaws. DV providers are scored on objective criteria data from a comparable database.