



Site Management & Program Design

Since 2018, the county has operated a successful transitional housing community in the Veterans Village. The 24 pods, which have resulted in dozens of placements into permanent housing, have been a critical resource in assisting vulnerable residents to get off the streets until they can move into permanent housing. The county’s transitional housing program model, which will be replicated at the new Clackamas Village, as described in more detail below, will be operated by All Good Northwest, which has extensive experience in operating similar sites and providing homeless services. All Good Northwest will provide structured recovery-oriented supportive services and connection to long-term housing and other resources that help participants obtain permanent housing as quickly as possible.

The current plan is for All Good Northwest to carry out both site management and program delivery. Site management includes property management, safety and security, and responsiveness to the surrounding community. The following is a high-level overview of site management activities:

Property Management

This will include maintenance, repairs, materials and supplies, landscaping, housekeeping, cleaning, and ensuring that the overall condition of the property and its infrastructure are maintained and meet standards defined by the county. It will also include maintaining a Site Manual for program participants that outlines things like the program purpose, services offered, governance, participation guidelines, room inspections, policies, and values (see Attachment 1 - Site Manual for an example).

Safety & Security

Health, Housing & Human Services will work with All Good Northwest to ensure that site safety and security, both for program participants and the surrounding community, is a top priority. The site will be physically secured by a fence. It will contain security cameras and be well-lit. Staff will be on-site 24/7 and carry out regular perimeter walks (for cleaning and security). Drug and alcohol use will not be allowed. Weapons will not be allowed. Camping outside of the property will not be allowed. Individuals seeking access to the program must be referred by the county’s Coordinated Housing Access system - walk-up services will not be offered.

Responsiveness to the Surrounding Community

The county is committed to ensuring that the presence of this additional transitional housing village will benefit the community overall. It recognizes that the success of this program will be contingent upon responsiveness to community concerns, collaborative problem solving, and engaging the community to meet shared goals. The county and All Good will continue to work with stakeholders in the surrounding community to:

- Initiate and maintain open, transparent, and proactive communications.
- Develop clear expectations and procedures for resolving problems.
- Enhance neighborhood safety and livability while promoting access to services.
- Foster positive relationships between the site neighbors.

Program delivery includes safety off the streets, wrap-around case management, and housing navigation and placement. The following is a high-level overview of program delivery activities:

Transitional Housing Community

This site will offer a transitional housing community to program participants. Transitional housing is an intermediate step between emergency shelter and long-term permanent housing. It is more long-term, service-intensive, and private than emergency shelter, yet is a time-limited stay with the goal of transitioning into a more permanent housing destination as soon as possible for participants.

Transitional housing is intended for people who may benefit from some degree of structure, support, supervision, and skill building to move from homelessness into stable, permanent housing. It provides a recovery-oriented bridge for people who need a safe, supportive place where they can overcome trauma, begin to address the issues that led to their homelessness and the barriers to obtaining housing, and begin to rebuild their support network.

Participant Access & Assessment

All households served by the program will be referred from the county's Coordinated Housing Access system and through the weekly case conferencing process where households experiencing homelessness are prioritized by vulnerability and need. Once a referral is made, All Good Northwest will conduct an intake assessment (see Attachment 2 - Intake Packet for an example). In order to be admitted into the program, referred participants must be able to conduct activities of daily life unassisted and be competent to understand and agree to the program's rules and guidelines. Referred households requiring a higher level of care than can be provided in this transitional housing program will be connected with other, more appropriate programs (an adult foster home, for example). At intake, households will sign a participation agreement that stipulates the program's rules and procedures, with a clear understanding that the placement is for a transitional period prior to a more permanent housing destination (see Attachment 1 - Site Manual, Attachment 3 - Good Community Partner Agreement, and Attachment 4 - Rights & Responsibilities for examples).

Supportive Services Provided to Participants

Supportive services provided to program participants will be recovery-oriented and based on individual needs, which will include:

- Development of an individualized recovery-oriented service plan with each household that identifies barriers to be overcome and goals to be achieved during program participation and toward successfully obtaining permanent housing.
- Access to case management, peer support specialists, housing navigation and placement services, and behavioral and physical health services.
- Access to resources that provide next steps or permanent housing solutions.
- Access to other support service networks that include physical health services, mental health treatment, substance use treatment, counseling, peer support, financial education, Rent Well courses, and other workshops and resources intended to increase self-sufficiency.
- Community meetings and events.
- Conflict resolution and mediation.
- 24/7 on-site staff.

Populations Served

The program will serve single adults experiencing homelessness. Single adults represent the largest unmet need in Clackamas County, over half of whom have long histories of homelessness and one or more disabling conditions.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES NO

What is the cost? One-time Capital Improvements: Approximately \$3.2 million. Ongoing program operations: Approximately \$1.5 million.

What is the funding source? Both one-time capital funding and ongoing operations will utilize Supportive Housing Services funds.

STRATEGIC PLAN ALIGNMENT:

- How does this item align with your Department's Strategic Business Plan goals?
 - This item aligns with the following Department strategic priorities:
 - Assist individuals and families in need to be healthy and safe
 - Increase self-sufficiency
 - Increase community safety and health
 - Continually improve the efficiency and effectiveness of services
- How does this item align with the County's Performance Clackamas goals?
 - This item aligns with the following County strategic priorities:
 - Ensure safe, healthy and secure communities
 - Grow a vibrant economy
 - Build a strong infrastructure
 - Build public trust through good government

LEGAL/POLICY REQUIREMENTS: N/A

PUBLIC/GOVERNMENTAL PARTICIPATION:

This project was included in the Shelter and Housing Projects Plan & Board Engagement Strategy approved by the Board during the Policy Session on December 7, 2022. The project was also included in discussions with the Board over the past nine months about one-time and limited-term uses of the Supportive Housing Services carryover balance. Staff have carried out community engagement with property owners around the site and will continue community engagement in the coming months. All Good Northwest will serve as the primary point of contact for responding to community interest and concerns after the site is operational.

OPTIONS:

1. Approve the preliminary site management and program design plan.
2. Modify the preliminary site management and program design plan.
3. Reject the preliminary site management and program design plan.

RECOMMENDATION: Approve the preliminary site management and program design plan.

ATTACHMENTS:

- Attachment 1 – Site Manual (Example)
- Attachment 2 – Intake Packet (Example)
- Attachment 3 – Good Community Partner Agreement (Example)
- Attachment 4 – Rights & Responsibilities (Example)

SUBMITTED BY:

Division Director/Head Approval: Vahid Brown, Deputy Director, Housing & Community Development Division
Department Director/Head Approval: Rodney Cook, Director *Rodney A. Cook*
County Administrator Approval _____

For information on this issue or copies of attachments, please contact _____ @ 503-_____