

## MEMORANDUM

TO: Clackamas County Board of County Commissioners (BCC)  
FROM: Rodney A. Cook, Director, Health, Housing & Human Services; Vahid Brown, Deputy Director,  
Housing and Community Development Division  
RE: Supportive Housing Services FY 2022-2023 Annual Report  
DATE: November 1, 2023

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**REQUEST:** This update is for informational purposes only and staff is not seeking Board action.

**BACKGROUND:** Clackamas County's Housing and Community Development Division, pursuant to its obligations under the Supportive Housing Services (SHS) Intergovernmental Agreement, submits an annual report to the Metro SHS Regional Oversight Committee providing an update on program implementation. Staff are seeking to present the Board with highlights from the annual report and share the considerable progress Clackamas County is making on its homeless services initiatives.

### *Report Summary*

In FY 2022-2023, SHS funding enabled the largest expansion of housing services in Clackamas County's history. The county launched its first ever coordinated outreach system, reinvigorated its coordinated entry system to become more responsive and efficient, and launched or expanded 20 service contracts spanning the entire continuum of services, from outreach to permanent supportive housing. This is still just the beginning – the county's housing services system will continue to see significant growth in the third year of the SHS Measure (current year FY 2023-2024), with new investments into new pilot programs, capital infrastructure, rental assistance, and system development.

SHS funded programs generated remarkable outcomes in FY 2022-23 that translate to lives saved and stabilized. This includes:

- **665** people experiencing homelessness were placed in permanent housing, accompanied by the services they need to remain housed and to thrive.
- **643** people had evictions prevented.
- **676** people received rent assistance.
- **788** people were served through emergency and transitional shelter, such as the Veterans Village.
- Increase in program spending of **440%** over FY 2021-2022.

SHS-funded programs boasted a housing retention rate of over 95% this year. This means that over 95% of formerly homeless people placed into housing have not returned to homelessness in 12 months. The benchmark for successful housing retention is 85%, meaning that Clackamas County is well on our way to meet our goal that homelessness is rare, brief, and does not reoccur.

In addition, FY 2022-23 saw the launch of the county's first ever coordinated street outreach program to people experiencing homelessness. Working with the international, evidence-based Built for Zero methodology, we are tracking each person who enters and exits homelessness by name and reaching out to each person as many times as it takes to support their journey to housing, with the goal of ending homelessness in Clackamas County. While people are living unsheltered, our outreach team provides for basic needs such as laundry, showers, food, support during extreme weather, and connections to resources. This team includes mental health and addiction specialists. **579** Households received homeless outreach this year.

Another significant success has been launching a robust and effective coordinated housing access program, which connects every person in need to the most appropriate housing and resources for them. Increased staffing enabled us to clear a backlog of 1,800 calls, and specialists are now answering calls live, every day of the week. Now, people in a housing crisis are entered in our system and connected to housing faster than ever.

Finally, this year has seen the formation of a robust, coordinated county-wide infrastructure for housing services that will serve Clackamas County far into the future. Grassroots providers that historically operated with limited resources now have contracts for the services they were previously trying to provide with volunteer resources and donations. Providers include nonprofit organizations that reach out to homeless people, connect people to housing, provide mental health and addiction services, provide shelter for people fleeing domestic violence, and more. The influx of SHS funding in the urban Metro area has allowed us to direct other resources for services, such as rental assistance, to our rural communities, which have historically lacked access to adequate housing resources.

Respectfully Submitted,

Rodney A. Cook  
Director of Health, Housing & Human Services

**ATTACHMENTS:**

- Clackamas County Supportive Housing Services FY 2022-2023 Annual Report





# Clackamas County Supportive Housing Services

## FY 2022-2023 Annual Report

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# Executive Summary

Clackamas County's housing services program is heartened by remarkable outcomes from this year that translate to lives saved and stabilized:

- **665** people experiencing homelessness were placed in permanent housing, accompanied by the services they need to remain housed and to thrive<sup>1</sup>
- **643** people had evictions prevented
- **676** people received rent assistance
- **788** people were served through emergency and transitional shelter, such as the Veterans Village
- Spending increased by **440%** over the previous year

## 95% Housing Retention

Our housing services program boasted a housing retention rate of over 95% this year. This means that over 95% of formerly homeless people placed in housing have not returned to homelessness in 12 months. The benchmark for successful housing retention is 85%, meaning that Clackamas County is well on our way to meet our goal that homelessness is rare, brief, and does not reoccur.

## Homeless Outreach

We launched the county's first ever street outreach program to people experiencing homelessness. Working with the international, evidence-based Built for Zero methodology, we are tracking each person who enters and exits homelessness by name and reaching out to each person as many times as it takes to support their journey to housing, with the goal of ending homelessness in Clackamas County. While people are living unsheltered, our outreach team provides for basic needs such as laundry, showers, food, support during extreme weather, and connections to resources. This team includes mental health and addiction specialists. **579** Households<sup>2</sup> received homeless outreach this year.



## Coordinated Housing Access (CHA)

A significant success has been launching a robust and effective coordinated housing access program, which connects every person in need to the most appropriate housing and resources for them. Increased staffing enabled us to clear a backlog of 1800 calls, and specialists are now answering calls live, every day of the week. Now, people in a housing crisis are entered in our system and connected to housing faster than ever. In response to CHA improvements, one local religious leader wrote,

"I don't have the words to express how deeply grateful I am for your work and how huge this

<sup>1</sup> This includes 619 people placed in permanent supportive housing and 46 people placed through rapid rehousing.

<sup>2</sup> Households may include more than one person, such as a couple, parent with children, or caregiver and dependent.

is in a way that will impact the people I care about. I was able to tell someone just yesterday that it is worth trying CHA again because they are working to make sure every phone call is answered. And that little factoid gave them hope, and it gave me hope. It is stunning to me the resilience and fierce dedication your team finds within you to keep fighting because you care so deeply about the people in our community whose lives depend on a safe place to call home.”

## Establishing an Infrastructure

Finally, this year has seen the formation of a robust, coordinated county-wide infrastructure for housing services that will serve Clackamas County far into the future. Grassroots providers that historically operated with limited resources now have contracts for the services they were previously trying to provide with volunteer resources and donations. Providers include nonprofit organizations that reach out to homeless people, connect people to housing, provide mental health and addiction services, provide shelter for people fleeing domestic violence, and more.

Supportive Housing Services funding has enabled our providers to establish proper administrative procedures and business practices while also expanding their staff and service capacity so they can deliver a higher level of services. This year the number of culturally-specific providers in the county has been increased from two to five, helping us address historical inequities that have been prevalent in housing services for decades. And increased funding in the urban Metro area has allowed us to direct other resources towards our rural areas, which have historically been service deserts for homeless and housing assistance.

## Challenges

**Internal capacity:** Starting the year with only 13 staff, we increased our staff to 42 while simultaneously designing, procuring, and launching a massive increase of services. This resulted in outreach services launching later than planned, while new rapid rehousing and youth services were delayed until FY 23-24.

**Provider staffing:** every one of our providers experienced staffing issues due to factors such as national labor trends, difficulties in the local labor market with competitive wages, and retaining staff who experienced severe burnout and stress from the emotional toll of this type of work. This resulted in spending not increasing as quickly as anticipated.

### *Rachel's Story*

Rachel Thomsen is one person who has recently found a home thanks to Clackamas County's housing services and rent assistance programs. After experiencing homelessness for seven years, Rachel found community, acceptance, and a new will to live through The Father's Heart Street Ministry, a Clackamas County-contracted service provider. Explaining how the stigmas against homeless people hurt her, Rachel says, "I had seven years feeling dead inside. I didn't realize how badly not being accepted by society hurt me until The Father's Heart told me they loved me." Rachel is now employed as the shelter manager for The Father's Heart.



# Annual work plan goals and outcomes

In FY 22-23 Clackamas County met or exceeded four of the six metric goals included in our Supportive Housing Services (SHS) annual work plan, and made significant progress towards goals in racial equity, capacity building, alignment with other systems within the county, and advancing geographic equity.

## Category 1: Housing/program quantitative goals

### *Metric 1: Permanent Supportive Housing*

- **Goal:** 385 units/vouchers and households placed
- **Actual:** 393 units/households; 619 people

This year the county prioritized a significant expansion of permanent supportive housing (PSH) units to keep the most vulnerable people in our communities permanently housed. PSH creates a stable living situation for people who have experienced long-term homelessness by combining long-term rental assistance and ongoing supportive services to help achieve housing stability. PSH is the most effective type of housing for households identified as Population A in the SHS Measure: people with extremely low incomes, and one or more disabling conditions, and who are experiencing or at imminent risk of experiencing long-term or frequent episodes of literal homelessness.

This year we significantly increased the pace of PSH placements and housed 619 people (393 households) in PSH, surpassing our FY 22-23 goal of 385 households. This brings the total SHS-funded PSH placements to 794 people (518 households) since funding began in July 2021. The significant growth in PSH placements between years 1 and 2 required an expansion of service providers supporting housing navigation and case management. The county started this year with five organizations contracted to support SHS-funded PSH and by the end of the year we had contracted with 11 organizations, and the original five had significantly expanded their service levels. The new contractors included three new culturally specific providers serving the county's Black, Native American, and immigrant communities.

### *Metric 2: Rapid Rehousing*

- **Goal:** 140 households
- **Actual:** 19 households; 46 people

Rapid rehousing assists households on the edge of homelessness and those who have recently become homeless. This programming includes housing search assistance, case management, and short-term rent assistance to help households move from temporary housing or homelessness into permanent housing. Rapid rehousing is typically utilized for households identified as Population B in the SHS Measure: people who are experiencing homelessness or have substantial risk of experiencing homelessness.



The county's emphasis on expanding PSH capacity this year required a significant amount of internal staff capacity, which delayed the planned expansion of rapid rehousing services. While the county did not meet its goal for rapid rehousing this year, in the summer of 2023 we issued three contracts totaling \$1.4 million of SHS resources to significantly expand the county's rapid rehousing capacity within the Metro jurisdictional boundary. These three providers now have the capacity to place an additional 110 households in housing each year. These services include youth-specific rapid rehousing funding dedicated to housing unaccompanied youth and young adults aged 16-24. In addition to the allocation of SHS resources, the county invested \$575,000 of county general fund in new rapid rehousing programming dedicated to rural areas of the county outside of the Metro jurisdictional boundary.

### ***Metric 3: Number of Homeless/Eviction Preventions***

- **Goal:** 250 households
- **Actual:** 286 households; 643 people

This year we successfully surpassed our goal of 250 homeless/eviction preventions and kept 643 people (286 households) stably housed using SHS resources. One of the most effective ways to address homelessness is to prevent it from happening in the first place; these services and rental assistance provide stability for households before they lose their housing.

The county currently partners with Impact NW and the Mental Health & Addiction Association of Oregon to provide ongoing peer support services for residents in programs and properties managed by the Housing Authority of Clackamas County (HACC). Peer support specialists work closely with HACC resident services staff to identify residents in need and provide supportive services. Additionally, peer support specialists plan and coordinate community events for residents, create and implement resident initiatives, and assist residents with resource referrals and systems navigation.

In addition, this year the county's Housing and Community Development division partnered with the county's Social Services division to provide \$2.0 million in SHS funding for rental assistance to households in the Metro jurisdictional boundary experiencing housing instability and at risk of losing their housing. An additional \$200,000 in county general fund was also reallocated to provide rental assistance for eviction prevention in rural areas of the County outside of the Metro jurisdictional boundary. This funding was used to pay for a household's past due rent or to temporarily pay rent until the household was able resume paying the entirety of rent without assistance.

### ***Metric 4: Housing Retention Rates***

- **Retention of Permanent Supportive Housing**
  - **Goal:** 85%
  - **Actual:** 98.3%
- **Retention of Rapid Re-housing/Short Term Rent Assistance**
  - **Goal:** 85%
  - **Actual:** 95.6%

Ensuring housing stability is a key component of the county's housing services system.

Housing services staff regularly provides technical assistance and trainings for case managers to ensure they are fully able to implement best practices to help their clients remain stably housed. In FY 22-23 the county also increased its investments in supportive housing case management by doubling the number of providers for this essential service from five to ten. County staff ensure that all contracts contain sufficient flexible client services funding for providers to use, to not only place people into housing, but to also ensure they remain stably housed. These strategies have been extremely successful as the county's retention rate for FY 22-23 was 10-13% higher than our goal.

### ***Metric 5: Outreach***

- **Goal:** 700 households
- **Actual:** 579 households

This year the county launched our first coordinated outreach and safety on the streets system, composed of six service providers that include two grassroots and two culturally specific providers. Services are delivered through a combination of site-based, in-reach, pop-up, and mobile methods. These providers connect with residents experiencing homelessness, provide essential survival supplies, connect people with shelter and conduct Coordinated Housing Access assessments to enter people into the county's coordinated entry system and move them into permanent housing. Last winter these organizations provided life-saving supplies during severe weather and identified highly vulnerable individuals for emergency shelter placements.

The county set an ambitious goal of contacting 700 households through this new coordinated outreach system. While the county fell short of meeting this goal, because contracts began a quarter later than planned due to limited internal capacity and some providers required extra time to fully stand-up their new services and integrate them with the rest of the system, we still made significant progress. 579 Households were contacted by providers through this new system, and hundreds of those contacts were connected to the county's coordinated entry system for referral to housing services and provided life-saving supplies to survive in inclement weather. We are committed to the continued growth of this new system.

### ***Metric 6: Supported Shelter Units***

- **Goal:** 140 units
- **Actual:** 140 units, 788 people

The county achieved its goal of supporting 140 units of emergency and transitional shelter with SHS resources. This year the county leveraged SHS funding to support shelter operations with five additional agencies, bringing the total number of shelter operators receiving SHS funding to six. These emergency and transitional shelters use a combination of different non-congregate shelter models such as hotels, villages, and pods. Everyone who enters these shelters are connected with other services to find permanent housing and most are also provided with rental assistance and case management to support their long-term housing stability. Many of these programs are dedicated to supporting specific populations in our community such as families, survivors of domestic violence, and veterans. This year these programs sheltered 788 people.

Additionally, this year SHS funding was used to support the county's winter warming shelters for the first time. We provided funding to The Father's Heart Street Ministry to support at-risk households who needed to move into non-congregate shelter rooms during severe weather events due to their physical health.

## Category 2: Racial Equity

The county met its goal of significantly expanding the number of contracted culturally specific providers, contracting with three new organizations this year to bring the total of SHS-funded culturally specific providers from two to five. This new capacity is in stark contrast to the state of the county's housing system prior to the SHS measure, when the county only contracted with one culturally specific provider. These three new organizations provide outreach, engagement and supportive housing case management services to the county's Black/African American, Native American, and immigrant communities.

Our program coordinators have worked to build an anti-racist, gender-affirming system. Program coordinators use antiracist and gender affirming language and approaches to problem-solving during office hours, where partner agency staff bring complex situations they encounter for consultation. Program coordinators have requested that partner agencies provide their grievance and program termination policies and procedures for review, using an anti-racist and gender affirming lens. We ensure that all programs are low barrier and accessible to everyone and program coordinators are involved in developing program policies that are anti-racist and gender affirming.

Regarding providing access to services and housing for Black, Indigenous and people of color at greater rates than Black, Indigenous and people of color experiencing homelessness, please see the detailed response in "Regional Goals" below.

## Category 3: Capacity Building

SHS funding has allowed the county to significantly expand the number of housing services staff across its housing services, Regional Long-term Rent Assistance (RLRA), and coordinated housing access teams. At the end of FY 21-22 we had 13 staff launching and supporting new SHS-funded services and rent assistance. This limited staff capacity meant service expansion was initially slow and strained staff. Over the last year 29 staff were either hired or moved from other teams, bringing the number of staff supporting housing services to 42 permanent and temporary employees. These new staff support program design and implementation, administration, contract development and management, the youth homelessness continuum, the county's RLRA program, and the county's Coordinated Housing Access (CHA) system. This increase in staffing facilitated the expansion and rapid growth of the county's SHS-funded programs and rental assistance in FY 22-23, cleared the backlog of CHA calls and allowed the CHA team to resume live-answering and expedite connections to services, and will support the continued expansion of new SHS-funded programs and services in FY 23-24.

This year Clackamas County continued its engagement in the Built for Zero (BfZ) initiative. Communities in the BfZ initiative work toward measurably ending homelessness for all by strengthening data-driven systems that can continuously reduce homelessness in communities. Housing services staff created the county's first by-name-list which is now

used to match households experiencing homelessness with service providers. Over the last few months data staff have focused on data quality clean-up, identifying areas of workflow adherence, and areas of process improvement which will enable the team to establish consistent processes to collect, document, and use the BfZ data.

One of the county's primary capacity building goals was to expand the community of local service providers by contracting with and supporting the expansion of grassroots service providers. This year the county entered into contracts with LoveOne and Up and Over. These two organizations provide street outreach, housing navigation and placement, and supportive housing case management services. Clackamas County's local implementation plan committed to supporting and growing grassroots providers who have been effectively serving our communities with little support and few resources. These new contracts provide an influx of funding, dedicated capacity-building funds, connections to the wider continuum of county funded services, technical support via county staff, and connections to third-party technical assistance. Contracting with grassroots providers can require more up-front staff time, support, and closer coordination. At the same time, these service providers have experience working with limited resources and achieving significant outcomes. The up-front effort is worth the system learning and the benefits that come from rewarding successful work.

In FY 22-23 the Housing Services Steering Committee was the decision-making and advisory body engaged for guidance regarding SHS funding. At the end of FY 22-23 this committee had six members, one of whom identified as black and has had lived experience of homelessness. To help guide decision making, the county contracted with Coalitions of Communities of Color (CCC) to conduct an evaluation of CHA (our Coordinated Entry system) based on community feedback, and in the fall of 2022 the County held listening sessions that included 17 people with lived experience of homelessness.

## **Other Annual Objectives**

### ***Alignment with the Behavioral Health System***

This year the county's housing services program made significant progress in meeting its goal and Local Implementation Plan (LIP) commitment of aligning our housing and behavioral health systems. Increasing coordination between these systems is essential for the health of our community as housing is a key determinant of mental and physical health. Experiencing homelessness or housing insecurity is extremely traumatic and exacerbates existing physical, behavioral, and mental health struggles. The county's progress is detailed on page 20 in the Cross Sector Alignment section.

### ***Promote Geographic Equity***

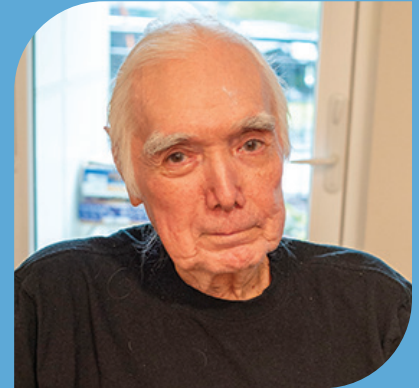
Because Clackamas County's rural areas have historically lacked access to housing services, our LIP committed to using SHS funds to promote geographic equity between the county's urban and rural communities. SHS funding has allowed the county to shift general fund resources which had previously supported seven shelter and housing programs within the Metro jurisdictional boundary to now provide housing services throughout rural Clackamas County outside of the Metro jurisdictional boundary. The shift began this year by funding new short-term rental assistance and eviction prevention in rural communities. Rural services



will further expand in FY 23-24 with a new rapid rehousing program operated by The Father's Heart Street Ministry and new youth housing services provided by AntFarm. Additionally, the county is partnering with Focus Strategies to complete a needs assessment and strategic plan to determine how additional funding and services can be leveraged to best support housing insecure households in rural Clackamas County.

## ***Korean War Veteran Triumphs Over Homelessness***

Ray Light's is a story of collaboration and celebration for our housing team. A revered member of the Milwaukie community since the 1950s and a distinguished Marine veteran of the Korean War, Ray faced a crisis. At 87 years old, Ray exhausted his retirement savings and was not able to cover his rent. Ray's good friends in the Milwaukie American Legion stood by his side as he stayed in a hotel for two years, but his situation there was not sustainable. Ray could no longer afford the hotel and was experiencing extreme anxiety that he would end up sleeping on the street. The American Legion, Milwaukie Police Department, and Clackamas County housing team came together to find a solution quickly for Ray. Ray was signed up for a rent assistance voucher and the police moved him into his ADA accessible apartment. Ray says that he is full of joy with his accessible apartment, which is easy to navigate in a wheelchair and is close by his support community at the Milwaukie American Legion.



# Regional Goals

## Housing Stability and Equitable Service Delivery

Clackamas County continues to build capacity in terms of equitable service delivery. We will continue to add culturally specific agencies as contracted providers, and additional evaluation resources are coming online for monitoring equitable housing outcomes and making process improvements.

Clackamas County continues to invest significant resources into efforts to improve housing outcomes for Black, Indigenous, and people of color experiencing homelessness. One of the primary tools used to monitor progress towards this goal is the annual equity analysis report. Previously, we conducted this report bi-annually and only considered data from the Coordinated Entry system. Starting this coming year, we will expand the data sources for this report and now complete the equity analysis on an annual basis and include the review of SHS outcomes for historically marginalized populations. In addition to reviewing placement and retention rates for Black, Indigenous, and people of color enrolled in SHS programming, we have made efforts to improve access to SHS services for members of these populations.

People who identify as Black or African American, Hispanic/Latin(a)(o)(x), and American Indian/Alaska Native make up a higher percentage among Coordinated Housing Access (CHA) participants as compared to County Poverty distributions. Specific to SHS programming, our annual equity analysis and regular quarterly reporting showed that Black or African American and American Indian/Alaska Native participants were overrepresented in SHS programming compared to the distribution of individuals accessing the Coordinated Housing Access system. In addition, Black or African American, American Indian/Alaska Native, and Hispanic/Latin(a)(o)(x) individuals were overrepresented in SHS permanent supportive housing placements compared to an expected distribution based on CHA data. The data and findings from our annual equity analysis and quarterly reporting demonstrate that the county's efforts to advance racial equity within its housing system are proving effective and that BIPOC households are accessing services at greater rates than they are experiencing homelessness.

The county remains committed to the regional goal of increasing culturally specific organization capacity and reach. Since the passage of the SHS Measure the county has expanded from a single culturally specific provider with a budget of \$169,000 to five providers with a collective budget of \$2.68 million in FY 22-23. A full description of the expansion of culturally specific providers over the last two years is available in the System Capacity & Coordination Section on page 13 and a list of culturally specific providers, the populations they serve, and their capacity is available in Attachment A.

Housing services staff have taken several steps to ensure that our contracted providers work to build anti-racist, gender-affirming systems. First, we ensure that all provider programs and policies are inclusive of everyone no matter how they identify. We analyze the ethnic and racial attributes of referrals and adjust prioritization so historically marginalized communities are equally or overrepresented. As part of the CHA improvements, we have changed some of the CHA assessment questions to be more inclusive of more diverse experiences. To strive toward housing a higher percentage of BIPOC people than is represented in the Point in Time Count (PIT), we have set aside RLRA vouchers for Culturally Specific providers to serve BIPOC

households, and we have continued our work with the Coalition of Communities of Color to conduct linguistic surveys and focus groups for system improvements specific to connecting to the Latin(a)(o)(x) community and other communities in rural areas of Clackamas County.

Additional information on the housing services program's equity efforts in FY 22-23 is available in the report's equity analysis section on page 23.

## Engagement and Decision Making

In FY 22-23 the Housing Services Steering Committee was the decision-making and advisory body engaged for guidance regarding SHS funding. We are actively engaged in efforts to expand the membership of this body, particularly regarding the engagement of Black, Indigenous and people of color.

At the end of FY 22-23 the Housing Services Steering Committee had six members, one of whom identified as black and has had lived experience of homelessness. In FY 22-23 three people with lived experience, one of whom identifies as a person of color, consulted with the steering committee regarding funding allocations and we will hold a vote to bring those members onto the committee in November 2023. We are actively seeking a fourth new member to join the committee.

The Youth Action Board, which supports youth housing program design, implementation, and evaluation, has seven members including three with lived experience of homelessness and one that identifies as a person of color.

We have experienced some challenges developing these Boards with the makeup of members desired. Specifically, our internal capacity has been a barrier to involving people with lived experience of homelessness, so we are building our capacity through the development of a Lived Experience Council established through a contract with Homeless Solutions Coalition of Clackamas County (HSCCC). This will be a paid council and will work alongside the county in project design, implementation, and evaluation. The scope of this contract includes the formation and support of a larger Housing Services Advisory Board, which will consult on system and project level work. Also, recruitment for new members of the Steering Committee was delayed because we expected that the HSCCC Advisory Board and Lived Experience Council would be established more quickly. However, progress is now rapidly underway, with the contract awaiting final approval. We have ensured that racial equity and engaging people with lived experience of homelessness is a key tenet of the HSCCC contract, and county staff will ensure that the Advisory Board and Lived Experience Council advance the county's racial equity and effective engagement goals.

To strengthen our work with Black, Indigenous and people of color the County recently contracted with the Coalition of Communities of Color (CCC) to conduct an evaluation of CHA (our Coordinated Entry system) based on community feedback. We plan to use this evaluation to improve and enhance the effectiveness and equitable access of this system.

Also, to further inform our work, in the fall of 2022 the County held listening sessions that included 17 people with lived experience of homelessness. Of those, four identified as persons of color, eight identified as having a disabling condition, two identified as LGBTQ+, and eight identified as survivors of domestic violence.

# Regional Outcomes

A detailed breakdown of the county's progress in all required regional outcome and equity metrics, including housing stability, housing placements, eviction and homeless prevention, and housing retention, using the methodologies developed by the tri-county data workgroup, is included in Attachment C.





# Other Outcomes

A detailed breakdown of the county's progress in all required regional outcome and equity metrics, including housing stability, housing placements, eviction and homeless prevention, and housing retention, using the methodologies developed by the tri-county data workgroup, is included in Attachment C.

## Regional Long-Term Rent Assistance Program

Thanks to SHS funding, Clackamas County has established a Regional Long-term Rent Assistance (RLRA) program that provides ongoing rent assistance and wraparound services to households struggling with housing instability, while supporting landlords who are willing to make their housing units available to program participants.

The RLRA program has had an immediate impact on both households and landlords. In FY 22-23, 296 households moved into housing with RLRA vouchers, which is more than double the 125 households served in FY 21-22, reflecting our increased capacity and accelerating growth in the number of households we can serve.

Additionally, in FY 22-23 we launched Clackamas County's Landlord Partnership Program. Clackamas County staff met with leadership of Multifamily NW to establish a partnership for RLRA, including marketing the program to their members, educating their members about vouchers, hosting a webinar, presenting at their annual Spectrum conference, and more. Since the meeting, Multifamily NW wrote a blog post for their website, we presented at a webinar to their members (along with Multnomah County, Washington County and the Housing Development Center), and we tabled and presented at the Spectrum conference. By the end of FY 22-23, the RLRA team reserved 11 units from six new landlords for RLRA participants.

To encourage landlord participation in the RLRA program the three counties worked together to create the RLRA Risk Mitigation Program, an important tool to protect landlords from risk and protect participants from property debt that could create additional barriers to housing. At the end of FY 22-23 we had approved two claims for reimbursement from landlords.

Lastly, in the summer of 2023 we established a partnership between Clackamas RLRA and Clackamas Eviction Prevention Mediation Program, in which we send information about free mediation services to participants and landlords when we receive notices of non-payment or lease violations.

## Coordinated Housing Access

In FY 22-23 SHS funds enabled the expansion of staffing levels at the county's Coordinated Housing Access (CHA) system. The CHA system is the county's coordinated entry system and a centralized resource that matches residents in need of housing assistance with program or service providers to help them remain in or move into permanent housing. CHA was originally designed in 2015 to assist people to equitably gain access to a small number of programs funded by the U.S. Department of Housing & Urban Development. Over the past eight years, it has grown to include additional services, but did not add new staff due to lack of funding. This growth, combined with pressures associated with the COVID-19 pandemic, led to a system that was not equipped to manage the incoming volume of need, resulting in a significant backlog of

over 1,800 calls and weeks-long wait times for responses. SHS funding enabled the size of the CHA team to double and provided the capacity needed to clear the backlog of calls. With the backlog cleared and new staff fully trained, the CHA team has returned to answering live calls and providing in-office assistance during business hours. Staff now dedicates time to prioritize process improvements to make the county's coordinated entry system more efficient, effective, and equitable.

### ***I Feel Happy to be Alive: Kathy's Story of Housing***

Last year, Kathy was evicted from the apartment she shared with her sister when her sister passed away. As a senior on disability income, Kathy did not have the thousands of dollars for move-in costs for a new home. At first staying in her car, Kathy moved to the sidewalk when her car was repossessed. Kathy remembers the 33 degree weather, rain soaking her through the first night she spent outside just before Christmas.

Sometimes she slept on the sidewalk in front of The Father's Heart day center, waiting for it to open in the morning. Other nights, she rode the MAX train to stay warm until it shut down for the evening. It was on one of these late-night trips that someone took her coat, wallet and phone – leaving her to shiver outside for hours until service began again in the morning. During this time, Kathy was in and out of the hospital, trying to control her blood sugar without medication or the ability to measure it. A few times, she lay on the sidewalk unable to get up. "I was scared I was going to die from a diabetic coma," she said. "I feared that more than anything being out there."

Thankfully with support from The Father's Heart, Providence's Better Outcomes Through Bridges Program, and Metro's supportive housing services fund, Kathy was able to move into motel shelter. From there she was enrolled into the Regional Long Term Rent Assistance Program. Through this program Kathy now has a one-bedroom apartment close to where she grew up. "I'm in a very much better place now," Kathy says. "I'm very, very happy. And I love being in my own place. I feel happy to be alive."



## **System Capacity & Coordination**

Prior to the passage of the SHS Measure, Clackamas County contracted with 18 organizations for housing services, only one of which provided culturally specific services to our community. In the last two years, the county has added five service providers who did not previously work in Clackamas County, four of which are culturally specific. Additionally, nearly every service provider who contracted with the county before the SHS Measure has received an influx of new funding and launched or expanded several services. A detailed list of all SHS-funded service providers and programs is available in Attachment A.

While county staff have worked closely with our provider partners to help them scale-up and launch services, it has become evident that some of the smaller providers require third-party technical assistance to help their internal systems accommodate the significant influx of funding. The county recently contracted with four organizations to provide this assistance which is slated to begin in the first half of FY 23-24. This assistance will primarily focus on areas of organizational development and stability such as establishing and refining policies & procedures; fiscal business services; human resources; strategic planning; and program design, development, implementation, & evaluation.

The expansion of culturally specific services in the last two years is one of the county's most significant SHS achievements. In just two years, the county went from a single culturally specific provider with a budget of just \$169,000 to five providers with a collective budget of \$2.68 million. We focused this expansion on culturally specific street outreach and permanent supportive housing to increase the rate at which Black, Indigenous, and people of color were able to enter the county's coordinated entry system to access services and receive comprehensive case management to remain stably housed. Investments into culturally specific services will increase further in FY 23-24 to a total of \$3.62 million. Additionally, the technical assistance coming online in FY 23-24 will be prioritized for the smaller of these organizations to support their organizational development while managing the recent influx of funding. A full list of culturally specific providers and the populations they serve is available in Attachment A.

To steward SHS funding through an equitable and transparent process, the Housing and Community Development contracting team created an open and competitive procurement process that reduces the chance of collusion, minimizes political pressures, and offers the opportunity to capture significant benefit and value for both the county and the public. In our approach, all solicitations (Request for Proposals, Program Offers, etc.) are posted in Oregon Buys for anyone to review and Bid Locker for solicitation submissions. All bid solicitations include a scope of work, evaluation criteria, and questions and answers, so everyone receives the same information throughout the process and notifications of successful bids. Following each procurement, we provide opportunities for debriefings for unsuccessful applicants to provide feedback about their scores and identify opportunities for future improvement.

We recognize that it is critical that individuals employed by our contracted service providers are compensated at a competitive and appropriate level, especially given the nature and challenges of the work. Living wages are a component of all contract negotiations, and we've repeatedly encouraged providers to examine ways to increase proposed wages before finalizing contracts. We conduct reviews of wages across all SHS contracts to determine low, high, and average wages for different workforce classifications (shelter staff, navigation staff, housing retention case managers, supervisors/leads, managers, and directors) and use this data to inform contract negotiations. In one instance we encouraged an agency to increase wages in a proposed program contract, but they did not do so. After three months no staff were hired, so we reallocated the funding to other providers. The agency subsequently raised their compensation standards across all positions and renegotiated contract terms with the county and have now launched programs. Paying living wages has made a significant difference in their ability to hire and retain staff to meet the needs of the contract. To support retention, we have also begun allocating funding for mental health support services for agency staff in several contracts for treatment of vicarious trauma and for general emotional and psychological support for frontline staff.

Clackamas County's housing services program conducted a baseline evaluation for the Fiscal Year 22-23 SHS contracted programs. The evaluation process focused on two domains: (1) staff demographic data, and (2) pay equity by position type. Providers were asked to share salary information that included the lowest, highest, and average level of pay for multiple position types within their organizations. Some of the position classifications reviewed for pay equity included: administrative, management, executive leadership, and client facing roles. The findings from this report will be utilized to inform programming decisions for Supportive Housing Services. The complete report is included as Attachment E.

# Regional Coordination

**Overview:** Washington, Multnomah, and Clackamas Counties collaborated on several strategic projects, capacity-building initiatives, and system improvement ventures in Fiscal Year 22-23. Below is a summary of the key projects and milestones reached through the tri-county collaboration.

To strengthen coordination and alignment of program implementation across the Metro region, the **Tri-County Planning Body (TCPB) was launched and tasked with identifying regional goals, strategies, and outcome metrics to address homelessness in the region.** The TCPB identified six goals that centered on improving efficiencies of Coordinated Entry, bolstering regional landlord recruitment and increasing unit availability, creating system alignment and increased long-term partnerships with health systems, providing appropriate training and technical assistance to support increased program functionality for services providers (with particular emphasis on prioritizing the needs of culturally specific providers), and ensuring county contracts for SHS funded services provide adequate funding to achieve livable wages for direct service staff.

In January 2023, Metro and tri-county program staff began meeting monthly to **coordinate Landlord Liaison and Risk Mitigation Program** education activities. Together, staff shared existing engagement tools and identified innovative methodologies for expanding unit availability across the region. Training for existing landlords is coordinated regionally and staff continues to coordinate to identify strategies for expanding unit availability. January also saw the **first-ever fully combined regional Point In Time Count.** This tri-county coordinated effort included creating a shared methodology and analysis, a centralized command structure, and unified logistics around the recruitment and deployment of volunteers. As a result of the combined Count, analyses include regional trends in unsheltered homelessness, sheltered homelessness, and system improvements made possible by regional investments in SHS.

This program year also included a **Regional Request for Programmatic Qualifications** to procure new and diverse organizations as partners for service provision. Tri-county partners worked to ensure broad engagement and technical assistance to support the full participation of new and emerging organizations, especially culturally specific service providers. 60 applications were qualified in to create a broad network of 167 tri-county pre-qualified service providers with diverse expertise and geographic representation.

The 2022-2023 year has included major steps toward the **Regional Implementation of the Homeless Management Information System (HMIS)** for the tri-county region. At the beginning of 2023, an updated Privacy Notice and Policy was implemented that creates a more trauma-informed, and person-centered approach to obtaining participant consent for data sharing while maintaining a high level of data privacy. The next steps include moving toward regional visibility and more comprehensive integration of each of the counties' HMIS systems. Additionally, each county is a current partner of Built for Zero with ongoing case conferencing in partnership with homelessness service providers to review participants on a by-name-List waiting for a match to housing programs. This program year brought the initiation of a **tri-county Built for Zero collaboration** that resulted in staff coming together to learn how individual county Coordinated Entry systems are different and sharing best practices in each of the communities.



Finally, together with Metro, each of the three counties engaged with Health Share to continue coordination regarding the Health Share Housing Benefit Pilot. This coordination includes identifying strategies for aligning the Housing Benefit Pilot with the existing homeless services system and integrating services to leverage healthcare and housing capacity to deliver better whole-person care. These efforts are geared to be a demonstration for the **forthcoming implementation of the Medicaid 1115 Waiver**, which will allow certain housing services to be covered by Medicaid. Coordination is presently underway to foster systems integration that aligns homeless services funding and capacity with the new capacity that the 1115 Waiver housing benefit will bring to the region and state.



# Affordable Housing Bond Alignment

A coordinated and integrated approach to affordable housing development and supportive housing services helps leverage resources across disparate programs and maximize their benefit to the community and program participants. The county has committed to integrate supportive housing services funded by the SHS Measure into eight affordable housing developments funded by the Metro Affordable Housing Bond. **Combined, these developments consist of 1,013 units** and include 231 permanent supportive housing units with onsite services delivered by SHS funded providers.



## Tukwila Springs

Gladstone  
Opened July 1, 2022  
Units: 48

All units at Tukwila Springs are designated as permanent supportive housing.

- 36 Units designated for long-term permanent supportive housing for older adults earning <30% of AMI
- 12 Units designated for permanent supportive housing for Native Americans; services are provided by the Native American Rehabilitation Association



## Fuller Road Station

Southgate (urban unincorporated)  
Opened December 2022  
Units: 100

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

- 25 Units designated for permanent supportive housing; services are provided by Clackamas Women's Services
- 30 Units designated for households at or below 30% AMI
- 70 Units designated for households at or below 60% AMI



## Good Shepherd Village

Happy Valley  
Opening Fall 2023  
Units: 143

All 143 units will have resident services provided by Catholic Charities.

- 58 Units designated for permanent supportive housing for households at or below 30% AMI; services are provided by Catholic Charities
- 83 Units designated for households at or below 60% AMI



**Las Flores**

Oregon City  
Opening Winter 2023-2024  
Units: 171

Includes 31 units for field laborers and their families and 12 units for agricultural workers and their families.

- 9 Units designated for permanent supportive housing; services will be provided by Northwest Housing Alternatives
- 70 Units designated for households at or below 30% AMI
- 101 Units designated for households at or below 60% AMI



**Mercy Greenbrae Apartments (formerly known as Marylhurst Commons)**

Lake Oswego  
Opening Spring 2024  
Units: 100

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

- 40 Units designated for permanent supportive housing for households at or below 30% AMI
- 60 Units designated for households at or below 60% AMI



**Hillside Park**

Milwaukie  
Breaking ground Spring 2024  
Units: 275

This property is being developed in partnership with Related NW and Northwest Housing Alternatives.

- 21 Units designated for permanent supportive housing
- 108 Units designated for households at or below 30% AMI
- 32 Units designated for households at or below 50% AMI
- 134 Units designated for households at or below 60% AMI



**Lake Grove**

Lake Oswego  
Breaking ground Fall 2024  
Units: 55

This property is being developed in partnership with Metro and the City of Lake Oswego.

- 10 Units designated for permanent supportive housing
- 20 Units designated for households at or below 30% AMI
- 34 Units designated for households at or below 60% AMI



**Wilsonville Transit Oriented Development**

Wilsonville  
Breaking ground Fall 2024  
Units: 121

- 20 Units designated for permanent supportive housing
- 40 Units designated for households at or below 30% AMI
- 48 Units designated for households at or below 60% AMI
- 32 Units designated for households at or below 80% AMI



# Update on SHS Oversight Committee Recommendations

Our communications program this year has focused on highlighting Clackamas County's excellent progress in decreasing homelessness by 30% in the last year alone. The intent is to humanize people experiencing homelessness, help the public understand that homelessness can happen to anyone, and help residents better understand the value of this work in improving our community and the lives of our most vulnerable neighbors. We produced three videos highlighting individual stories of people who have found homes through SHS support, along with several print stories and photos. We highlighted SHS progress through a special two-page spread in each of our bi-annual print publications, which are mailed to every address in Clackamas County. We wove these print stories into digital campaigns that extend the spreads into web, traditional media and social media. We issued several press releases on topics of interest to the media, such as our fantastic outcomes from the SHS quarter 4 report. We have posted a dashboard on our website that highlights progress on SHS outcomes, with personal stories appearing after the dashboard. We have a regular newsletter with SHS updates that is emailed to over 700 people, and we are implementing a strategy to grow that mailing list. We hosted several events highlighting SHS progress, including tabling at the Multifamily NW conference and the Oak Grove Community Festival, and highlighting services in our affordable housing grand openings. Finally, we contracted with InCommon agency to survey community stakeholders and produce a comprehensive 2-year communications plan that will support our public's understanding of and positive engagement with our housing services work.

# Cross Sector Alignment

## Behavioral Health

This year Clackamas County began aligning its housing services system with its behavioral health system by using SHS funding to hire two new behavioral health case managers employed in the county's Health Centers division. These two positions assist individuals experiencing homelessness or housing instability who require higher levels of behavioral and mental health support to find and remain in permanent housing. They provide housing navigation, break down barriers for health clinic patients to access housing, provide eviction prevention services, participate in case conferencing meetings, advocate for referrals to RLRA vouchers or housing programs, and provide case management for participants who require significant behavioral health support.

The behavioral health case managers received over 100 referrals in FY 22-23. All program participants referred to the behavioral health case managers experienced severe and persistent mental illness that has been exacerbated by their insecure housing situation. Approximately half the referrals were literally homeless individuals, with the other half being housing insecure. The specialized support these case managers provide, in conjunction with the other SHS-funded services in place, create a supportive environment for people experiencing severe and persistent mental illness to access shelter, permanent housing, and supportive services.

In addition to these new county staff, we allocated SHS funding to Central City Concern to expand the staff of the Law Enforcement Assisted Diversion (LEAD) program, including a new behavioral health case manager. LEAD diverts households experiencing or at risk of experiencing homelessness from arrest and incarceration toward voluntary engagement in case management and housing placement services. The new behavioral health case manager will partner with a Milwaukie Police Department behavioral health specialist to provide collaborative outreach and follow-up care for individuals referred for targeted outreach.

The addition of these new case managers increased coordination between the housing and behavioral health systems, a significant step towards providing specialized support for people experiencing housing homelessness or insecurity who require dedicated behavioral health support. Increasing coordination between these teams is essential for the health of our community, because housing is a key determinant of mental and physical health. Experiencing homelessness or housing insecurity is extremely traumatic and exacerbates existing physical, behavioral, and mental health struggles.

## Youth Services

Housing services created a new partnership with the county's Children, Family & Community Connections (CFCC) Division to coordinate services and provide SHS funding for a new youth engagement coordinator. This coordinator staffs an active Youth Action Board (YAB) for Clackamas County, which advises the CFCC Prevention Unit, the housing services team and other Health, Housing and Human Services divisions on the provision of housing and homeless services for youth. The YAB provides training, educational opportunities, and consulting to local service providers on how they can authentically and effectively engage youth in need of



their services. Members of the YAB also have access to professional development and training opportunities to help them learn and grow before moving on to start their careers with service providers in our community.

## Medicaid Waiver

In April 2022 a regional collaboration between the three counties, Metro, HealthShare, and other health system partners formed to plan for the implementation of the 1115 Medicaid demonstration waiver. The group has met bi-weekly since that time and the attendees have grown to include OHA, OHCS, other CCOs, housing providers who already bill Medicaid, and Community Action Agencies. Several work groups have grown out of these regional collaboration meetings focused on health and housing system integration, including a tri-county workgroup collaborating on the development of bi-directional case conferencing, a foundational step in the development of person-centered system integration that will allow the health and housing systems to work together in serving households that need, or are accessing, the services of both systems. The Medicaid 1115 demonstration waiver will involve housing services, including rent assistance, pre- and post-tenancy supports, and supportive services as Medicaid-covered benefits. While the focus of this regional collaboration is to lay the groundwork for successful implementation of the waiver, it is also serving a broader purpose of improving system coordination across health and housing to best meet the needs of households across both systems of care.

## Data Capacity Enhancements, Expansions and Improvements

In FY 22-23 we increased the capacity of our data team to effectively capture, process and analyze data pertinent to SHS funding. We added 2 full time staff positions and 2 temporary positions to our data team, primarily focused on data capture, analysis and reporting. The team has expanded its work to include participation in the regional Point in Time Count, participation in the regional HMIS system, and preparation for the Medicaid Waiver 1115 implementation. The team meets regularly with counterparts at Multnomah and Washington County to ensure consistency and improve data collections and analysis methods.

## Built for Zero

Clackamas County has joined the nationwide Built for Zero (BfZ) movement, whose goal is to measurably and effectively end – or achieve “functional zero” - homelessness. Built for Zero is an evidence-based methodology that has so far helped 14 U.S. cities and counties virtually eliminate homelessness. A key part of the Built for Zero implementation in Clackamas County was the launch of our first-ever coordinated homeless outreach program in November 2022. Six organizations are conducting this outreach daily across the county, offering a variety of outreach and safety services through pop-up and mobile methods and through visiting encampments.

Outreach workers meet with people who are experiencing homelessness, provide essential survival gear and services, and match them to shelter and permanent housing. During severe weather this year, outreach workers offered life-saving supplies and identified highly vulnerable

people for emergency shelter placement. All outreach workers are trained in Coordinated Housing Access assessments, which are used to create a “by-name” list of each person experiencing homelessness in the county.

We have formatted our prioritization process for the by-name list based on vulnerability factors, including historical marginalization that has produced racial disparities in the incidence of homelessness. Our goal is to serve Black, Indigenous, and people of color at a higher rate than they are represented among people experiencing homelessness in our community. Case conferencing, which we apply now as part of our by-name list process, is a practice that came directly from BFZ work, and we have incorporated provider input to develop proposed changes and elicit program feedback. Our partners feel comfortable providing feedback regarding the proposed changes.

For system improvement, we are incorporating a system evaluation that is data driven through evaluative categories that BfZ has shared. This evaluation will help systems (inclusive of all geographic areas) move toward the goal of reducing the incidence, longevity and recurrence of homelessness. BfZ has helped us to better understand the different needs of different populations in our area, like singles, families, youth, etc.



# Evaluation & Quality Improvement

## Equity Analysis

Clackamas County's housing services program completed an Equity Analysis of both the Coordinated Housing Access (CHA) system and SHS funded programming in September 2023. The goal of the Equity Analysis is to identify system strengths and weaknesses and highlight potential areas for improvement related to equitable service delivery. Specifically, the representation of historically marginalized populations in program data is considered. We reviewed CHA intake assessment data and subsequent program exits in addition to SHS entry and exit data. HMIS was the primary data source for this analysis. We reviewed race and ethnicity characteristics of participants who entered the CHA or SHS system between 07/01/2022- 06/30/23 and those who exited programs to either permanent or unstable housing destinations. These demographics were then compared to expected distributions for racial and ethnic groups living in poverty using American Community Survey (U.S. Census Bureau, 2021) data. Historically marginalized populations are often represented at a higher rate in poverty data than general County-level census demographics.

We conducted statistical testing to identify if particular groups of people were overrepresented or underrepresented in CHA or SHS data at a statistically significant level when compared to expected distributions from census data. American Community Survey information used to generate the expected distributions for this analysis is considered a valid source of data. However, census data carries with it a margin of error that may be increased for historically marginalized populations.

This analysis identified several racial and ethnic disparities in provision and outcome of homeless assistance:

- People who identify as Black or African American, Hispanic/Latin(a)(o)(x), and American Indian/Alaska Native make up a higher % among CHA participants as compared to County Poverty distributions.
- The Year 1 Annual Report only included an equity analysis considering the entire CHA system. The Year 2 Annual Report and subsequent year-in-review reports will include equity analyses specific to Supportive Housing Services programs for comparison over time.
- The Local Implementation Plan (LIP) completed in 2021 showed a higher than expected number of Black or African American and American Indian/Alaska Native participants who exited to temporary rather than permanent destinations. The LIP identified plans to address this disparity and increase exits to permanent housing for these populations.
- The SHS portion of the 2023 Equity Analysis provided the opportunity to review progress towards meeting LIP goals. This analysis showed that Black or African American and American Indian/Alaska Native participants were overrepresented in SHS programming compared to the distribution of individuals accessing the Coordinated Housing Access system.

- The analysis found that Black or African American, American Indian/Alaska Native, and Hispanic/ Latin(a)(o)(x) individuals were overrepresented in SHS-funded permanent supportive housing placements and are accessing services at greater rates than they are experiencing homelessness when compared to an expected distribution based on CHA data. These findings demonstrate that Clackamas County's SHS programming continues to lead with racial equity, improve access for historically marginalized and underrepresented groups of people, and meet the goals identified in the Local Implementation Plan.

While progress has been made to increase access for Black, Indigenous, and people of color, these populations continue to experience homelessness and seek services through Coordinated Housing Access at higher rates than expected based on census data. In FY 22-23 Clackamas County worked to address these disparities through new programmatic policies and practices aimed at advancing equity that are utilized daily while also significantly expanding the number of culturally specific providers and the resources available to them.

Housing services staff ensure that all provider programs and policies are inclusive of everyone no matter how they identify. We analyze the ethnic and racial attributes of referrals and adjust prioritization so historically marginalized communities are equally or overrepresented. As part of the CHA improvements, we have changed some of the CHA assessment questions to be more inclusive of more diverse experiences. To strive toward housing a higher percentage of BIPOC people than is represented in the Point in Time Count (PIT), we have set aside RLRA vouchers for culturally specific providers to serve BIPOC households, and we have continued our work with the Coalition of Communities of Color to conduct linguistic surveys and focus groups for system improvements specific to connecting to the Latin(a)(o)(x) community and other communities in rural areas of Clackamas County.

We also partnered with the Hispanic Interagency Networking Team (HINT) conferences and trainings to inform and train our Latin(a)(o)(x) community providers regarding the CHA system and how to access housing and other resources. Lastly, to ensure continued growth and improvement within our housing services team we have contracted with a third-party consultant to further advance our work on Diversity, Equity and Inclusion. We have also created channels for our culturally specific providers to voice their concerns and provide feedback regarding our systems and processes.

Prior to the passage of SHS Measure, the county had a historical gap of culturally specific services in its system. In our LIP, the county committed to using SHS funding to expand the number and capacity of culturally specific providers available to serve our community. Over the last two years, the county has implemented successful strategies to expand culturally specific services. The most successful strategy has been to award points for agencies that demonstrated they were culturally specific during procurement processes. This strategy resulted in contracts with five culturally specific providers, with a sixth provider scheduled to come online in the second half of FY 23-24. The five current organizations provide culturally specific services to Black/African American, Latin(a)(o)(x), immigrant, and Native American/ Indigenous community members. Additionally, the county will begin providing specialized technical assistance to culturally specific providers in FY 23-24 which will help support the expansion of their internal systems and processes as they continue to receive additional funding.



A detailed description of the expansion of culturally specific providers over the last two years is available in the System Capacity & Coordination Section on page 13 and a full list of culturally specific providers and the populations they serve is available in Attachment A.

Subsequent annual reports will continue to measure the county's progress and effectiveness in serving Black, Indigenous, and people of color at higher rates than they are experiencing homelessness. Additionally, these reports will document efforts to maintain levels of representation in SHS programming and permanent supportive housing placements at levels equal or better than non-Hispanic white participants.





# Performance Improvement

Heading into Year 3 of the SHS Measure in FY 23-24, housing services staff and other teams supporting SHS-funded services have identified several strategies to improve the performance and outcomes of the SHS-funded services, including:

- Build new program performance monitoring tools and monitor partner agencies on program outcomes and goals.
- Bringing the Housing and Community Development's CHA, data, RLRA, and program teams together physically to improve communication, de-silo and help improve/streamline processes for housing the people more quickly.
- Developing systems to support agencies and case managers doing direct service work, i.e., a money management/utility payment program (in progress), life skills training program, Social Security application support, work on HMIS to be used for case management database.
- Continuing to create streamlined, transparent processes for consumers and agencies to access.
- Creating a training series for case managers/supervisors to attend for onboarding and annually.
- Hiring a data team member for performance review and improvement.
- Engaging a dedicated and experienced Data Warehouse Developer to play a pivotal role in building a robust data warehouse system and custom solutions to provide insights which improve operational and programmatic efficiency.
- Building a dashboard to improve accountability for HCDD programs/providers funded by SHS, HUD, and prospective HealthShare quality measures intended to create an integrated housing response system within Clackamas County.
- Developing a new CHA assessment to streamline processes for both clients and assessors, capture the minimum necessary information needed for eligibility and prioritization, and ensure increased alignment with equity goals.

In the fourth quarter, the housing services data team worked diligently with partners at Metro, Multnomah County, and Washington County to further align our data collection and reporting standards. The expansion of the data team in the third quarter has enabled the county to sustainably engage in regional alignment efforts to define, design, and endorse regional SHS priority measure performance goals in the fourth quarter.

In the first quarter of FY 23-24 the data team continued its work with Multnomah County on the regional Homeless Management Information System (HMIS) implementation and the creation of a new community services database that will be used by all service providers in Clackamas, Multnomah, and Washington Counties. HMIS is a locally implemented data system used to record and analyze client, service, and housing data for individuals and families who are experiencing homelessness or at risk of homelessness. The new system will share some participant information with all system users throughout the Portland Metro region. This new system will expedite finding client information and reduce the creation of duplicate client records, a longstanding concern across jurisdictions and with the service provider community.

Our data and quality team is creating a unique participant survey designed to evaluate participant experience and satisfaction to assess Clackamas County's Coordinated Entry system and the satisfaction of successfully housed populations. Future application goals for the customized Coordinated Entry and Placement questionnaire will capture information and judgements to assist with decision making, quality assurance, and accountability. Question areas will include HUD Coordinated Entry, 'business-driver' questions such as demonstrated access and assessment, questions related to regional goals and activities (e.g., SHS culturally specific questions), and custom questions related to key learning objectives.

Housing services staff will also implement additional contract audits in FY 23-24 for in-depth analyses of providers' use of SHS funding and their financial record keeping systems. This effort will be coupled with the provision of technical assistance from both third-party agencies and county staff to help contracted providers address any gaps and inefficiencies identified during the audit to improve the long-term health and performance of the organization.

We have also changed our coordinated entry referral process to better monitor outcomes. We have implemented a prioritization formula that considers several factors impacting vulnerability. We will be analyzing this data quarterly to see if outcomes are equitable so that we can change the way we prioritize if needed.

We know that some of our smaller providers who have done phenomenal work with limited resources are struggling to accommodate their larger contracts and internal growth. Prioritizing county staff to provide technical assistance in finance, data, and program delivery has been key in assisting them with their rapid growth. County staff and third-party technical assistance will be provided at higher levels as the program continues to grow in future years.

Since the launch of the SHS program we have learned several lessons and discovered new opportunities for improvement in the coming years:

- Our providers need more training, from trauma informed care, data entry, outreach strategy, case management, fair housing, and more.
- Leading with equity and trauma informed customer service leads to improved employee retention.
- Data entry is hard for outreach providers, so we are considering the development of an application that deploys GIS tools and maps to identify and pinpoint the location of homeless camps in more remote areas, with the aim that this application would be compatible with our HMIS system.
- Intra-county partnerships (with, e.g., the Mobile Crisis Unit, Behavioral Health, Social Services Rent Relief and Money Management) are extremely effective and should continue to be developed and expanded.

# Financial Overview

Clackamas County's FY 22-23 SHS budget of \$32.2 million did not include Metro's forecasted new revenue amount for the fiscal year but was based on the anticipated carryover balance of revenue received in FY 21-22 and prior. Clackamas County's initial practice has been budgeting revenue in the year following collections, which was done to ensure sufficient resources were available for budgeted program and services should there be significant fluctuations in collections of these new taxes. With the cadence of revenue collections becoming more consistent, Clackamas County's FY 23-24 budget, and its budgets going forward, will be based on Metro's forecasted new revenue for the fiscal year, in addition to any anticipated prior year carryover balance.

The second year of SHS funding enabled the largest expansion of housing services in Clackamas County's history. The county used SHS funding to launch its first ever coordinated outreach system, reinvigorate its overburdened coordinated entry system, and initiate or expand 20 service contracts spanning the entire continuum of services, from outreach to permanent supportive housing. As our program has grown, so has its spending, increasing by 440% from \$3.3 million in FY 21-22 to over \$18.3 million in FY 22-23.

One key aspect of our system's growth in FY 22-23 was significantly increased investments in permanent supportive housing and safety off the streets programming compared to the first year of SHS funding in FY 21-22:

- Permanent supportive housing spending increased nearly 300% to house 619 new people and support nearly 800 people with comprehensive case management.
- Regional long-term rent assistance (which supports most SHS-funded PSH) spending increased over 400% to approve 507 new people for the program and support a total of 676 people in permanent supportive housing.
- Safety off the streets spending increased over 1200% and supports 140 units of emergency and transitional shelter throughout our community.

Below is a brief summary of SHS revenue and spending in FY 22-23, the full FY 22-23 SHS Financial Report is available in Attachment D.

<b>Clackamas County SHS Revenue and Expenditures (July 1, 2022 - June 30, 2023)</b>						
<b>Annual Budget</b>	<b>Q1 Actuals</b>	<b>Q2 Actuals</b>	<b>Q3 Actuals</b>	<b>Q4 Actuals</b>	<b>FY 22-23 Actuals</b>	
<b>Clackamas County SHS Resources</b>						
Beginning Fund Balance	\$32,200,000	\$40,912,115	\$ -	\$ -	\$ -	\$40,912,115
Metro SHS Monthly Collections	\$ -	\$9,618,954	\$10,235,195	\$16,061,347	\$33,334,696	\$69,250,191
Interest Earnings	\$100,000	\$86,759	\$188,152	\$320,202	\$326,074	\$921,187
<b>Total Metro SHS Resources</b>	<b>\$32,300,000</b>	<b>\$50,617,828</b>	<b>\$10,423,347</b>	<b>\$16,381,549</b>	<b>\$33,660,770</b>	<b>\$111,083,493</b>
<b>Clackamas County SHS Expenditures</b>						
Shelter, Outreach and Safety on/off the Street	\$6,855,667	\$152,366	\$783,753	\$1,195,927	\$1,769,404	\$3,901,451
Short-term Housing Assistance	\$1,670,262	\$ -	\$20,682	\$705,893	\$747,563	\$1,474,138
Permanent Supportive Housing Services	\$6,221,600	\$199,155	\$721,392	\$1,166,722	\$2,341,819	\$4,429,087
Long-term Rent Assistance	\$7,400,271	\$615,916	\$955,663	\$1,399,602	\$2,096,122	\$5,067,302
Other Supportive Services	\$591,937	\$ -	\$181,135	\$193,490	\$372,424	\$747,049
SHS Program Operations	\$1,741,379	\$101,222	\$141,810	\$171,500	\$314,497	\$729,030
System Support and Coordination	\$538,858	\$ -	\$88,926	\$72,843	\$224,172	\$385,942
<b>Subtotal: Activity Expenditures</b>	<b>\$25,019,973</b>	<b>\$1,068,659</b>	<b>\$2,893,361</b>	<b>\$4,905,978</b>	<b>\$7,866,001</b>	<b>\$16,733,999</b>
<b>Administrative Expenditures</b>						
County Admin: Long-term Rent Assistance	\$740,027	\$13,419	\$88,157	\$62,742	\$65,920	\$230,238
County Admin: Other	\$1,610,000	\$286,249	\$259,350	\$388,960	\$394,160	\$1,328,720
<b>Subtotal: Administrative Expenditures</b>	<b>\$2,350,027</b>	<b>\$299,668</b>	<b>\$347,507</b>	<b>\$451,703</b>	<b>\$460,080</b>	<b>\$1,558,958</b>
<b>Other Expenditures</b>						
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Regional Strategy Implementation	\$1,610,000	\$0	\$352	\$854	\$34,705	\$35,911
Interest Investment Fee	\$ -	\$10,389	\$12,842	\$15,750	\$13,766	\$52,748
<b>Subtotal: Other Expenditures</b>	<b>\$1,610,000</b>	<b>\$10,389</b>	<b>\$13,194</b>	<b>\$16,604</b>	<b>\$48,471</b>	<b>\$88,658</b>
<b>Total Program Expenditures</b>	<b>\$28,980,000</b>	<b>\$1,378,717</b>	<b>\$3,254,062</b>	<b>\$5,374,285</b>	<b>\$8,374,551</b>	<b>\$18,381,615</b>
<b>Contingency and Stabilization Reserve</b>						
Contingency	\$1,610,000	\$ -	\$ -	\$ -	\$ -	\$ -
Stabilization Reserve	\$1,610,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Contingency and Stabilization Reserve</b>	<b>\$3,220,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenditures and Reserves</b>	<b>\$32,200,000</b>	<b>\$1,378,717</b>	<b>\$3,254,062</b>	<b>\$5,374,285</b>	<b>\$8,374,551</b>	<b>\$18,381,615</b>

As part of the housing services expansion, the county also began funding new eviction prevention and outreach programs. These outreach programs constitute our first coordinated outreach system and provide lifesaving supplies to people experiencing homelessness in our community while also connecting them to the county’s CHA system to receive shelter and aid in securing permanent housing. A detailed list of the county’s contracted service providers, the services they provide, their contract values, and the amount of SHS funds they received in FY 22-23 is available in Attachment A.

As part of the county’s continued mission of enhancing equitable service delivery and building an anti-racist housing system, the county significantly increased investments into culturally specific providers in FY 22-23. The county has expanded the number of culturally specific



providers from two to five in FY 22-23 and tripled actual spending on culturally specific services. Investing in culturally specific services is one of the county's main priorities cited in our LIP and will continue to increase each year.

FY 22-23's increase in SHS revenue and spending also enabled the county to make progress toward its LIP goal of ensuring geographic equity of housing services throughout the county. With the influx of SHS spending supporting several new programs and services throughout the Metro jurisdictional boundary, the county was able to use general fund that had previously supported programming within the Metro jurisdictional boundary to support new programming in rural communities which have historically severely lacked access to housing services. This shift began with new short-term rental assistance and eviction prevention programs and will further expand in FY 23-24 with a new rural rapid rehousing program and several new youth services including safety off the streets, rapid rehousing, and permanent supportive housing.

**Consistent with program requirements, Clackamas County did not reduce funding commitments from our general fund towards housing services this fiscal year.**

## Spend-Down Plan

While the county closely followed its FY 22-23 spend down plan, spending did not increase at the anticipated rates for the third and fourth quarters primarily due to strained capacity, internally with housing services staff, and externally with our contracted service providers. The county has actively taken steps to address both internal and external barriers and spending will continue to increase significantly each quarter throughout FY 23-24.

The expansion of housing services necessitated a significant effort by internal staff to design new services, negotiate and write contracts, and assist providers as they implemented the actual services in our community. To support this effort the number of housing services staff has tripled in size over the course of the year while simultaneously launching several new and expanded services. Due to the high volume of activity, some new services were delayed and launched later in the fiscal year than anticipated, such as the county's first coordinated outreach system, or were delayed and will be launched in FY 23-24, such as the planned expansion of rapid rehousing. Entering FY 23-24, the number of housing services staff have significantly expanded and now have the capacity to support the continued growth of new SHS-funded services.

Our contracted service provider partners also faced capacity challenges. SHS funding quickly expanded services for many of our providers and they were asked to significantly increase staffing levels in a short period of time. Some providers were able to easily scale up their staffing and services to meet this new need, while some struggled for several months. These difficulties were exacerbated by national labor trends, difficulties in the local labor market with competitive wages, and retaining staff who experienced severe burnout and stress from the emotional toll of this type of work. The county is taking steps to help our partners address these issues by advocating for higher rates of pay for staff when negotiating or renewing contracts and funding mental health services for front-line employees who are struggling with severe burnout or who experienced a traumatic event while delivering services.



## Stakeholder Engagement

We have engaged our stakeholders in a variety of ways, including engagement with our Housing Services Steering Committee, the Clackamas Cohort of the Here Together Coalition, agency leadership and staff, the Clackamas County Coordinating Committee (C4), and with program staff highlighting gaps and challenges.

Engagement has also involved broader circles of stakeholders. At Tukwila Springs, frequent 911 calls for service from residents there led to a workgroup that included CCOM, which administers the 911 system, the Gladstone police department and City of Gladstone staff, HomeForward, the Behavioral Health Division of H3S, and service providers working directly with households living in this PSH project. This engagement shaped investments in supportive services and security staffing, which has in turn informed contract development and investment strategies in subsequent PSH project launches. With C4, engagement with city leaders (elected and non-elected) about gaps and opportunities informed the budget planning process for investments in city-led initiatives, which will launch in FY 23-24. We contracted with the Coalition of Communities of Color to engage communities of color regarding our coordinated entry and service delivery system, which drove investments in improvements in those programs. Lastly, the Clackamas County Board approved a pilot in which a community-based organization will be contracted to staff and convene a community advisory body for housing investments and strategies, as well as a standing Lived Experience Council, with membership to be compensated for their time.



# Looking Ahead to Year Three

Over the last year Clackamas County oversaw the largest expansion of housing services in its history; residents now have more access to shelter, rental assistance, and case management than ever before. In addition to this unprecedented expansion, the county also launched entirely new programming such as its coordinated outreach system which provides lifesaving supplies to people experiencing homelessness and connects them to the county's Coordinated Housing Access system to receive shelter and housing assistance. Looking ahead to year three of SHS-funded services in FY 23-24, the county will begin a series of new initiatives to review and analyze the performance of these new services to identify areas for improvement and help determine where additional resources can be further leveraged to maximize their effectiveness in assisting our unhoused neighbors. These performance improvement measures will be implemented throughout the system in areas such as programming, data management, contract management, and coordinated entry.

While this evaluation and performance improvement work is ongoing, the county will not pause in its mission to continue expanding our housing services system even further. Below are just a few of the several new programs and services planned for FY 23-24:

## Technical Assistance

As Clackamas County's continuum of housing services has dramatically grown over the last year, the county has partnered with smaller grassroots service providers that have historically served our community with little support and few resources. In order to support their growth in a sustainable manner and help ensure their long-term success, the county will be providing professional technical assistance services that will provide capacity building and organizational development services to these providers. This assistance will primarily focus on areas of organizational development and stability such as establishing and refining policies & procedures; fiscal business services; human resources; strategic planning; and program design, development, implementation, & evaluation.

## Youth Services

The county is now partnering with Northwest Family Services to begin rolling out its first dedicated investments into services for unaccompanied youth and young adults aged 16-24. Services include shelter and transitional housing, rapid rehousing, and permanent supportive housing. Services will transition at least 50 youth households experiencing homelessness or housing instability into permanent housing with either short-term rent assistance until they can stabilize or long-term rent assistance with case management to provide permanent supportive housing.

## Resource and Navigation Centers

In FY 23-24 the County will be partnering with AntFarm and the Homeless Solutions Coalition of Clackamas County in the siting of service-enriched resource centers. These centers are safe, welcoming, and supportive spaces where people can be connected with permanent housing opportunities; access supportive services to address housing barriers, including

addiction and recovery services, physical and behavioral health services, and employment services; and can enroll in public benefits. As service access points, resource centers often provide space for a variety of community-based organizations that provide these services to enroll program participants, meet with clients, and/or directly deliver programs and services.

## Enhanced Coordinated Entry Capacity

In FY 22-23 the county utilized SHS funding to dramatically enhance the capacity of the county's coordinated entry system to clear a backlog of 1,800 calls that had accumulated beginning with the COVID-19 pandemic. With the backlog now clear, the county is shifting its focus to sustainably supporting the coordinated entry system to ensure it has the resources necessary to answer live calls and properly assist all Clackamas County residents experiencing a housing crisis. As part of this effort, the county is initiating a pilot program with 211 INFO, a highly skilled agency with broad experience across our region in providing staff support to coordinated entry systems. The pilot program will have 211 INFO providing after-hours call coverage on evenings, weekends, and holidays, in addition to answering overflow calls during regular business hours when a caller has been on hold for more than five minutes. Their assistance will be critical in meeting the increasing demands on the hotline with the expansion of programs and services made possible by the SHS Measure.

## Clackamas Village

The county is currently laying the groundwork for a new transitional shelter village which will be located next to the existing Veterans Village. The Clackamas Village will utilize a similar model where individual sleeping pods with supporting common facilities provide all program participants a private unit to sleep in while they work with a service provider to move into permanent housing. This new village will be able to leverage and expand much of the existing infrastructure at Veterans Village. While the village will not open in FY 23-24, the county is preparing the site and beginning construction.

# Attachments

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**SHS Service Provider Overview (July 1, 2022 to June 30, 2023)**

Name of Provider	Programs/Services in Contract	Culturally specific provider? Y/N	Population Served (Black/ African American, immigrants, etc.)	FY 22-23 Contract Amount	Total invoiced in FY 22-23	Total paid in FY 22-23
Bridges to Change	Safety off the Streets	N	General Population	\$388,598	\$312,163	\$312,163
Central City Concern	- Outreach and Engagement - Housing Navigation and Placement (PSH)	N	General Population	\$807,802	\$316,919	\$316,919
Clackamas Women's Services	- Safety off the Streets - Housing Navigation and Placement (PSH) - Supportive Housing Case Management (PSH)	N	Survivors of Domestic Violence	\$1,479,720	\$1,079,354	\$1,048,314
Clackamas Service Center	Outreach and Engagement	N	General Population	\$186,500	\$163,847	\$163,847
Do Good Multnomah	- Safety off the Streets - Supportive Housing Case Management (PSH)	N	Veterans	\$538,540	\$502,805	\$488,186
El Programa Hispano Católico	- Housing Navigation/Placement (PSH) - Supportive Housing Case Management (PSH)	Y	Latinx	\$937,310	\$775,150	\$775,150
Greater New Hope Family Services	- Housing Navigation/Placement (PSH) - Supportive Housing Case Management (PSH)	Y	Black/ African American	\$458,396	\$456,033	\$456,033
Home Forward & NARA (Subcontract)	- Eviction Prevention - Supportive Housing Case Management (PSH)	Y/N	General Population and Native American	\$705,340	\$582,770	\$582,770
Impact NW	- Eviction Prevention - Permanent Supportive Housing (PSH)	N	General Population	\$1,048,643	\$736,835	\$736,835
Immigrant & Refugee Community Organization	- Outreach and Engagement - Supportive Housing Case Management (PSH)	Y	BIPOC and Immigrants/Refugees	\$727,140	\$13,308	\$13,308
Mental Health & Addiction Association of Oregon	Eviction Prevention	N	General Population	\$92,966	\$81,540	\$81,540
Northwest Family Services	- Short-term Rent Assistance - Safety off the Streets - Housing Navigation and Placement (PSH) - Supportive Housing Case Management (PSH) - Youth Housing Services	N	General Population	\$2,434,019	\$1,680,358	\$1,389,108
Northwest Housing Alternatives	Safety off the Streets	N	Families	\$560,000	\$559,835	\$559,835
Providence	Outreach and Engagement	N	General Population	\$180,000	\$65,330	\$65,330
The Father's Heart Street Ministry (includes LoveOne)	- Outreach and Engagement - Safety off the Streets - Housing Navigation and Placement (PSH)	N	General Population	\$1,391,530	\$973,418	\$973,418
Up and Over	- Outreach and Engagement - Supportive Housing Case Management (PSH)	Y	BIPOC	\$322,603	\$275,559	\$275,559



### SHS Program Overview (July 1, 2022 to June 30, 2023)

Eviction Prevention				
Program Name	Capacity (Households)	Primary Population - A/B	Contracted Provider(s)	Date Program Launched or Began Receiving SHS Funds
Housing Authority of Clackamas County Eviction Prevention	165	B	Housing Authority of Clackamas County	7/1/2022
			Impact NW	7/1/2022
			Mental Health & Addiction Association of Oregon	7/1/2022
Clackamas County Social Services Division Short-term Rent Assistance	265	B	Clackamas County Social Services Division	2/16/2023
Outreach and Engagement				
Program Name	Capacity (Contacts)	Primary Population - A/B	Contracted Provider(s)	Date Program Launched or Began Receiving SHS Funds
Law Enforcement Assisted Diversion	248	A	Central City Concern	7/1/2022
Clackamas County Coordinated Outreach System	1,400	A	Clackamas Service Center	11/3/2022
			Immigrant & Refugee Community Organization	12/1/2022
			Providence - Better Outcomes thru Bridges	12/1/2022
			The Father's Heart Street Ministry - Love One	12/15/2022
			Up and Over	12/1/2022
Permanent Supportive Housing				
Program Name	Capacity (Households)	Primary Population - A/B	Contracted Provider(s)	Date Program Launched or Began Receiving SHS Funds
Behavioral Health Oriented Supportive Housing Case Management	50	A	Clackamas County Health Centers	7/1/2022
Clayton Mohr Commons	24	A	Do Good Multnomah	7/1/2022
Fuller Road Station	25	A	Clackamas Womens Services	7/1/2022
Shelter + Care	41	A	Impact NW	7/1/2022
Tukwila Springs	48	A	Home Forward and the Native American Rehabilitation Association	7/1/2022
Other Housing Navigation and Placement Services	591	A	Central City Concern	7/1/2022
			Clackamas Womens Services	10/1/2021
			El Programa Hispano Católico	10/1/2021
			Greater New Hope Family Services	10/1/2021
			Impact NW	10/1/2021
			Northwest Family Services	10/1/2021
			The Father's Heart Street Ministry	7/1/2022
The Father's Heart Street Ministry - Love One	12/15/2022			
Other Supportive Housing Case Management Services	542	A	El Programa Hispano Católico	10/1/2021
			Clackamas County Social Services Division	2/16/2023
			Clackamas Womens Services	10/1/2021
			Greater New Hope Family Services	10/1/2021
			Impact NW	10/1/2021
			Immigrant & Refugee Community Organization	12/1/2022
			Northwest Family Services	10/1/2021
Up and Over	12/1/2022			
Rapid Rehousing				
Program Name	Capacity (Households)	Primary Population - A/B	Contracted Provider(s)	Date Program Launched or Began Receiving SHS Funds
Short-term Rent Assistance	10	B	Northwest Family Services	10/1/2021
Safety off the Streets				
Program Name	Capacity (Units)	Primary Population - A/B	Contracted Provider(s)	Date Program Launched or Began Receiving SHS Funds
Casa Esperanza	10	A	Northwest Family Services	7/1/2022
Serenity and Haven Houses	20	A	Bridges to Change	7/1/2021
Veterans Village	24	A	Do Good Multnomah	7/1/2022
Other Safety off the Streets Services	86	A	Clackamas Womens Services	7/1/2022
			Northwest Housing Alternatives	7/1/2022
			The Father's Heart Street Ministry	7/1/2022

## Culturally Specific Provider Capacity Expansion

Service Provider	Population Served	Contract Capacity	Contract Value
<b>Pre-SHS Implementation - Before July 1, 2021</b>			
Immigrant and Refugee Community Organization	BIPOC and Immigrants/Refugees	Shelter – 6 units	\$169,379
<b>Post-SHS Implementation – as of June 30, 2023</b>			
El Programa Hispano Católico	Latinx	Housing Navigation and Placement: 90 HH Supportive Housing Case Mgmt: 75 HH	\$937,310
Greater New Hope Family Services	BIPOC	Housing Navigation and Placement: 60 HH Supportive Housing Case Mgmt: 45 HH	\$458,396
Immigrant and Refugee Community Organization	BIPOC and Immigrants/Refugees	Outreach: 300 HH Supportive Housing Case Mgmt: 112 HH	\$727,140
Native American Rehabilitation Association	Native American	Supportive Housing Case Mgmt: 36 HH	\$237,003
Up and Over	BIPOC	Outreach: 300 HH Supportive Housing Case Mgmt: 47 HH	\$322,603
<b>Culturally Specific Service Capacity and Investments as of June 30, 2023</b>		<b>Outreach: 600 HH Housing Navigation and Placement: 150 HH Supportive Housing Case Mgmt: 279 HH</b>	<b>\$2,682,452</b>

## Pre-SHS Contracted Providers

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

## Attachment B: Progress to Annual Work Plan Goals

### Section 1: Housing/Program Goals

<u>Regional Metric</u>	<u>Annual Goal</u>	<u>Progress</u>
Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)	385 units/vouchers	393 units/vouchers 340 new units/vouchers brought into operation and 53 units preserved with SHS funding for a total of 393
<u>Number of housing placements into Permanent Supportive Housing (PSH)</u>	385 households placed	393 households placed
<u>Number of housing placements into Rapid Re-Housing</u>	140 households placed	19 households placed
<u>Number of homeless/eviction preventions</u>	250 households stabilized	286 households stabilized
<u>Housing retention rates in Permanent Supportive Housing</u>	85%	98.3%
<u>Housing retention rates in Rapid Re-Housing</u>	85%	95.6%
<u>Outreach (Households)</u>	700 households	579 households
<u>Supported Shelter Units</u>	140 units	140 units

Clackamas County met or exceeded the majority of its FY 23-24 housing goals. Significant investments into permanent supportive housing, eviction prevention, and shelter led the county to meet or exceed its goals in these areas and resulted in several hundred households moving off the streets into housing or retaining their housing. The county’s expanded program team and new contracted case managers led to a housing retention rate 10-13% higher than our goal, meaning a significant majority of people placed into housing this year remained housed and did not return to homelessness.

While the county did not achieve its goals for rapid rehousing and outreach due to strained capacity both internally and within our contracted providers, we made significant progress in expanding both programs. While an expansion of rapid rehousing was initially planned for FY 22-23, procurements were delayed until the fourth quarter of FY 22-23 due to limited internal capacity. New rapid rehousing



services have been procured and will launch in early FY 23-24. Outreach services were implemented later than anticipated as staff prioritized expanding PSH and safety off the streets services while some providers struggled to staff and launch their new programs, but all outreach providers are now fully staffed for FY 23-24. Outreach outcomes are self-reported by the contracted service providers as there have been lags in HMIS data entry due to internal capacity issues within the service providers. County staff are training additional staff in these organizations to ensure all data is entered into HMIS moving forward.

**Section 2: Racial Equity – Strategies to meet regional goals and local/LIP strategies to address racial disparities**

<u>Objective</u>	<u>Additional Details</u>	<u>Progress</u>
Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs	Increase the number of contracted culturally specific service providers from two to five.	The county is contracting with five culturally specific providers and funds one culturally specific shelter program.
Build anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance	Hire program coordinators and an Equity Lead to help build anti-racist, gender affirming systems both internally and in collaboration with our provider partners.	All program coordinators were hired in FY 22-23, the equity lead will be hired in the second quarter of FY 23-24.

<p>Provide access to services and housing for Black, Indigenous and people of color at greater rates than Black, Indigenous, and people of color experiencing homelessness.</p>	<p>Implement the recommendations made in the County’s Local Implementation Plan to advance racial equity within our coordinated entry system.</p>	<p>The county implemented the following recommendations as stated in our Local Implementation Plan:</p> <ul style="list-style-type: none"> <li>• Ensured Commitments to a housing first model in every service provider contract.</li> <li>• Increased the number of contracted culturally specific providers to a total of five.</li> <li>• Increased access coordination by beginning work to establish a Lived Experience Advisory Committee and funding the county’s first ever culturally specific outreach services.</li> <li>• Increased capacity building for culturally specific providers by allocating funding dedicated for capacity building, procuring specialized technical assistance, and contracting for their services.</li> </ul> <p>In addition, as demonstrated in our regular reporting, BIPOC households are accessing services at greater rates than they are experiencing homelessness</p>
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The county successfully met all of its FY 22-23 goals for advancing racial equity within our housing system. In FY 22-23 we increased the number of culturally specific providers from two to five and began funding one culturally specific shelter program. We also hired program coordinators who have spent the last year building anti-racist, gender affirming systems both internally and in collaboration with our provider partners. Finally, we made progress in implementing all recommendations made by the Coalition of Communities of Color in our LIP. While the county did not hire an equity lead in FY 22-23, the position will be hired in the second quarter of FY 23-24.

Clackamas County’s LIP made a strong commitment to advancing racial equity throughout the county’s housing services system. A major component of this was a series of recommendations provided by the Coalition of Communities of Color, all of which the county advanced in FY 22-23 as outlined in the table below. In addition to implementing those recommendations, the county advanced its priority program investments of expanding and establishing culturally specific services by expanding from one culturally specific provider pre-SHS to five at the end of FY 22-23; increased internal capacity by adding key staff to support new programming while building new anti-racist systems of care; and allocating funds for culturally specific outreach services.

In FY 21-22 the County contracted with El Programa Hispano Católico who serves the Latin(a)(o)(x) community and Greater New Hope Family Services who serves the county’s BIPOC communities. In FY 22-23 the county added three new providers: Immigrant and Refugee Community Organization, serving BIPOC and immigrant/refugee communities; Native American Rehabilitation Association, serving Native American communities; and Up and Over, serving BIPOC communities.

Our program coordinators and equity lead build anti-racist, gender affirming systems through the following ways:

- Program coordinators utilize antiracist and gender affirming language and approaches to problem-solving during office hours, where partner agency staff bring complex situations they encounter for consultation.
- Program coordinators request that partner agencies provide their grievance and program termination policies and procedures, and we review them using an anti-racist and gender affirming lens.
- Program coordinators are involved in developing program policies that are anti-racist and gender affirming.
- Housing First is utilized to ensure low barrier and equitable access to housing.
- Programs are low barrier and accessible to everyone.

The County partnered with the Coalition of Communities of Color to implement several recommendations to advance racial equity within our Coordinated Housing Access (CHA) system:

**Coalition of Communities of Color Recommendations and County Progress**

<u>Recommendation</u>	<u>Progress</u>
To address the inherent racism, bias, and language that is not trauma-informed, found in questions included in vulnerability assessment tools like the VI-SPDAT, questions must be vetted with communities of color, and other historically marginalized communities, to ensure they are relevant and can capture and competently assess their conditions	Inherent racism and bias has been identified and addressed and we are currently working on recreating our assessments with this as the base.
Assessments should contain clear scripts that explain to clients how these questions, and their responses, can affect possible access to services.	Our new assessment will also contain clear scripting, expected completed by Dec 2023.
Assessments should identify and address questions that may deprioritize people, such as recently staying inside temporarily. These responses should not send clients to the back of the list.	We have created a new design that will not deprioritize or disqualify based on couch surfing or staying inside temporarily.

Invest in a 24/7 CHA line that is answered live.	We are now answering all calls live every day including holidays, from 8am-8pm.
Allocate more funds for rental assistance.	We send 10+ rent assistance referrals weekly, and this number is expected to increase as Alita, a new rental assistance management software, is implemented.
Hire more staff to answer the CHA phone line including more bilingual/bicultural staff	Hired 9 temporary staff to answer calls and assist with a backlog of calls built up during COVID-19 peak.
Pay people to conduct CHA assessments rather than relying on volunteers.	Some community partners now have CHA-specific positions that are funded through the county.
Assessors should be able to make direct referrals, instead of asking clients to reach out to agencies themselves.	Increased capacity of front-end programs that CHA assessors can make immediate referrals to.
Trained and compensated multi-lingual CHA assessors in the field who are accessible in more meaningful access points.	50% of the CHA team is bilingual in Spanish.
Contract with professionals trained in other health systems across the region, such as peer support specialists, community health workers, and traditional health workers, to conduct culturally and linguistically specific CHA assessments and assist folks with navigating the CHA system.	Recently executed a contract with 211 to help us answer calls live. The contract requires that one Spanish-speaking CHA assessor is available during all hours.
Translate assessment and in-take forms so that the CHA screener does not take on this additional work and can focus on the client.	The Coordinated Entry assessment is currently translated to Spanish, and the county will work to have it translated into other appropriate languages in FY 23-24.
Coordinate with Multnomah and Washington Counties to standardize assessment forms. For instance, a client accessing CHA who is waitlisted may access Multnomah County's system. The client would have an ID that is recognized by both systems	Clackamas, Multnomah, and Washington counties have met once or twice a month for the last six months to increase coordination on this work.

In order to determine the effectiveness of these recommendations and the county's other equity work, county data staff directly measure and monitor progress of the rates at which BIPOC households are accessing services in relation to the rates of which they are experiencing homelessness. Our regular



reporting, such as in the quarterly SHS reports, demonstrate that these efforts are effective and that BIPOC households are accessing services at greater rates than they are experiencing homelessness.

**Section 3: Capacity Building – Lead agency/systems infrastructure, provider capacity**

<u>Objective</u>	<u>Additional Details</u>	<u>Progress</u>
Expand the Housing Services Team	<p>The housing services team continues to expand and will add additional positions supporting:</p> <ul style="list-style-type: none"> <li>• Contract Development and Management</li> <li>• The Youth Homelessness Continuum</li> <li>• Coordinated Housing Access</li> <li>• Equity and Engagement</li> <li>• Administrative Support</li> </ul>	<p>Staff were added to support housing services in the following areas:</p> <ul style="list-style-type: none"> <li>• Contract Development and Management: 2 FTE</li> <li>• Youth Homelessness Continuum: 1 FTE</li> <li>• Coordinated Housing Access: 9 temporary</li> <li>• Administrative Support: 1 FTE</li> <li>• Regional Long-term Rent Assistance: 1 FTE</li> <li>• Program Design and Support: 4 FTE</li> <li>• Data Infrastructure: 2 temporary, 2 permanent FTE</li> <li>• Finance: 1 FTE</li> </ul> <p>Housing services also added 7.6 FTE who moved from other teams in the county onto Housing Services to support data infrastructure, programming, coordinated entry and finance. The equity and engagement position initially planned to be hired in FY 22-23 will be hired in FY 23-24.</p>
Join the Built for Zero Initiative	<p>Clackamas County staff have taken the initial steps to join the Built for Zero initiative. The aim of the Built for Zero initiative is to make homelessness rare and brief using a comprehensive and constantly maintained by-name list of who in the community is experiencing homelessness.</p>	<p>This year Clackamas County fully engaged with the Built for Zero (BfZ) initiative, including adding a dedicated full-time staff person. Communities in the BfZ initiative work toward measurably ending homelessness for all by strengthening data-driven systems that can continuously reduce homelessness in communities. Housing services staff created the county’s first by-name-list which is now used to match households experiencing homelessness with service providers.</p>
Expand Capacity for Small Grassroots Service Providers	<p>Contract with small, grassroots organizations that have significant population experience and need assistance expanding their organizations.</p>	<p>This year the county contracted with two grassroots organizations, has made capacity building allocations to these organizations, and has contracted with technical assistance providers to further support these organizations to achieve sustainable growth.</p>

Expanding Inclusive Decision-Making Infrastructure and Processes	<p>Established a Lived Experience Advisory Committee</p> <p>Expand Recruitment for the Housing Services Steering Committee</p>	<p>At the end of FY 22-23 the Housing Services Steering Committee had six members, one of whom identified as black and has had lived experience of homelessness. In FY 22-23 three people with lived experience, one of whom one identifies as a person of color, consulted with the steering committee regarding funding allocations and we plan to vote those members onto the committee in November 2023.</p> <p>The Youth Action Board, which supports youth housing program design, implementation, and evaluation, has seven members including three with lived experience of homelessness and one that identifies as a person of color (Latin(a)(o)(x)).</p> <p>Lastly, in FY 23-24 we will establish a Lived Experience Council through a contract with the Homeless Solutions Coalition of Clackamas County (HSCCC). This will be a paid council and will work alongside the county in project and design, implementation, and evaluation.</p>
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The county achieved three of its four goals for capacity building this year. The number of staff supporting housing services tripled in size this year by adding a mixture of 23 new permanent and temporary FTEs and moving 7.6 other FTEs from other teams to further support housing services. A full breakdown of the positions added is detailed in the table above. This expansion ensured that the county has sufficient internal capacity to continue launching new programs while providing technical assistance to current providers.

We also joined the Built for Zero Initiative which is guiding further development of our data infrastructure so we can use a comprehensive and constantly maintained by-name list of everyone experiencing homelessness in Clackamas County to expedite connections to services. Additionally, we executed contracts with the first grassroots providers, Up and Over and LoveOne, which is providing an influx of funding and support they have never received before and will greatly increase their service delivery effectiveness.

The one capacity building goal the county did not meet this year was expanding inclusive decision-making infrastructure and processes, however progress was made in both establishing a Lived Experience Advisory Committee and expanding recruitment for the Housing Services Steering Committee. In FY 23-24 we will establish a Lived Experience Council through a contract with Homeless Solutions Coalition of Clackamas County (HSCCC). This will be a paid council and will work alongside the county in project and design, implementation, and evaluation. Additionally, in November 2023 we will expand membership of our Housing Services Steering Committee to include three individuals with lived experience.

## Built for Zero

This year Clackamas County deepened its engagement in the Built for Zero (BfZ) initiative. The county had initially joined the initiative in 2019 but full engagement was delayed by the COVID19 pandemic. Communities in the BfZ initiative work toward measurably ending homelessness for all by strengthening data-driven systems that can continuously reduce homelessness in communities. Housing services staff created the county's first by-name list which is now used to match households experiencing homelessness with service providers. Involvement in BfZ will help us deliver services in a more efficient and equitable way and capture and evaluate the effectiveness of our work on an individual basis.

## Grassroots Organizations

The county contracted with two grassroots organizations: Up and Over and LoveOne. Up and Over does outreach and provides supportive housing case management for the county's BIPOC communities. LoveOne was partnered with The Father's Heart Street Ministry to do outreach and housing navigation for the general population as they did not have the administrative infrastructure already in place to manage a government contract. The Father's Heart Street Ministry is supporting the development of LoveOne's administrative infrastructure and business practices while also leveraging their expertise in providing street outreach and housing navigation.

To ensure that our new providers relay high quality data and exercise best practices, data quality staff provide personalized trainings to orient providers to the Homeless Management Information System (HMIS). The goal of these trainings is to meet the needs of each contracted organization, regardless of their level of experience with data quality and best practices. Trainings occur in person or remotely depending on the preference of the provider. In addition, data quality staff hold weekly "office hours" where all contracted organizations are welcome to bring questions or concerns related to data management. Finally, various data quality metrics are monitored and shared with providers at recurring contract check-in meetings to note progress and identify areas for improvement.

## Lived Experience Advisory Committee

While our Lived Experience Advisory Committee was not established in FY 22-23, we did engage three community members with lived experience to advise our funding decisions and inform our application for federal funding. In FY 22-23 we requested and obtained Board approval to invest in a standing Lived Experience Council, with members compensated for their time, to be convened and staffed by a contracted community-based organization in FY 23-24.

## Section 4: Other goals based on LIP

<u>Description</u>	<u>Additional Details</u>	<u>Progress</u>
Alignment with the Behavioral Health System.	Fund two Behavioral Case Managers in Clackamas County's Health Centers (clinical system) Behavioral Health program and fund one Peer Support Specialist in the City of Milwaukie who will work with a new Behavioral	The county began funding two behavioral health case managers in the county's Health Centers and began funding the Milwaukie peer support specialist through a contract with Central City Concern.

	Health Specialist funded by the City.	
Promote Geographic Equity.	Identify homeless and housing services which can be funded with Supportive Housing Services funding to allow other local, state, and federal resources to be reallocated for providing housing and homeless services in rural Clackamas County.	Seven shelter and housing programs within the Metro jurisdictional boundary that previously were funded with county general funds are now being funded by SHS. The county general funds previously used to support these programs now funds a new rural short-term rental assistance program in FY 22-23 and will fund new rural rapid rehousing and youth services in FY 23-24.

Clackamas County met both of its goals in this section and is committed to continuing its work in further aligning the behavioral health and housing systems as well as working towards full geographic equity to ensure residents in rural communities have sufficient access to housing resources.

**Behavioral Health**

**Our embedded behavioral health staff** help to implement SHS programming in the following ways:

- BH staff regularly attend housing services and community meetings such as by-name list, Continuum of Care, CHA, and Outreach meetings
- BH staff assist in outreach needs, especially if the individual has had previous Health Centers contact
- BH staff have a direct access/pathway to SHS housing opportunities such as RLRA
- BH and housing services staff meet to discuss ongoing need of population (ex. shelter needs/funding)
- BH staff are also embedded in some agencies providing direct housing assistance
- Agencies access BH Mobile Crisis Response Team as needed for urgent needs and involve Intense Care Coordinators as needed

**Safeguarding against funding displacement while funding rural services**

Acknowledging that we cannot control whether changes are made to state or federal funding levels, we are protecting against displacement in all cases where SHS funds are going to services historically funded by other sources by redirecting those replaced non-SHS funds to other housing services within Clackamas County. Our priority in this effort is to meet the needs of people experiencing or at risk of experiencing homelessness in the rural parts of the county.



## Attachment C: Metrics Reporting

The following are required regional metrics from Section 5.2 of the Metro SHS Work Plan. All permanent supportive housing, rapid rehousing, and eviction prevention outcomes detailed below only reflect SHS-funded outcomes, not Clackamas County’s entire system.

### A. Housing stability

Metric	Data Points	Outcome Data
Number of supportive housing units created and total capacity, compared to households in need of supportive housing.	# of SHS-funded PERMANENT supportive housing units/vouchers added since July 1, 2021 (this is to show progress towards your portion of the 5,000 units/vouchers goal)	465 new units/vouchers added and 53 units preserved with SHS funding for a total of 518.
	Total # of PERMANENT supportive housing units/vouchers added in your system (regardless of funding source) since July 1, 2021	465 new units/vouchers added and 53 units preserved with SHS funding for a total of 518.
	# of households in need of PERMANENT supportive housing in 2021 (baseline) (pop A)  # of households in need of PERMANENT supportive housing currently (2023) (Pop A)	2021 Baseline Pop A = 997  2023 Pop A = 793
Number of households experiencing housing instability or homelessness compared to households placed into stable housing each year and outflow.	Use tri-county agreed methodology for inflow/outflow, that uses Built for Zero approach	Inflow = 549 newly identified/returning from housed people in SHS programs only during annual report period.  Outflow = 688 households exiting via housing placement, homeless prevention, or exiting housing to “negative” or “other” destination.

## Housing Placements

# housing placements – supportive housing*	This Quarter		Year to Date	
	#	%	#	%
<b>Total people</b>			619	
<b>Total households</b>			393	
<b>Race &amp; Ethnicity</b>				
Asian or Asian American			3	0.05
Black, African American or African			77	12.4
Hispanic or Latin(a)(o)(x)			96	15.5
American Indian, Alaska Native or Indigenous			40	6.5
Native Hawaiian or Pacific Islander			8	1.3
White			487	78.7
Non-Hispanic White (subset of White category)			395	63.8
Client Doesn't Know			--	--
Client Refused			--	--
Data Not Collected			5	0.08
<b>Disability status</b>				
	#	%	#	%
Persons with disabilities			339	54.7
Persons without disabilities			268	43.3
Disability unreported			12	1.9
<b>Gender identity</b>				
	#	%	#	%
Male			169	43.0
Female			217	55.2
A gender that is not singularly 'Male' or 'Female'			1	0.01
Transgender			--	--
Questioning			--	--
Client doesn't know			--	--
Client refused			--	--
Data not collected			6	0.02

*\*Supportive housing = permanent supportive housing and other service-enriched housing for Population A such as transitional recovery housing*

NOTE: Supportive Housing Placement data includes some people/households which were already housed, but are now receiving SHS funded supportive services to ensure they have the support needed to remain permanently housed. The reported figure above is likely an undercount due to data entry limitations some of our providers are currently experiencing which housing services staff are assisting them with to resolve for future reporting periods.

## Housing Placements by Intervention Type: Rapid Re-Housing & Short-term Rent Assistance

# housing placements – RRH**	This Quarter		Year to Date	
	#	%	#	%
<b>Total people</b>			46	
<b>Total households</b>			19	
<b>Race &amp; Ethnicity</b>				
Asian or Asian American			5	10.9
Black, African American or African			20	43.4
Hispanic or Latin(a)(o)(x)			2	4.3
American Indian, Alaska Native or Indigenous			--	--
Native Hawaiian or Pacific Islander			26	56.5
White			20	43.4
Non-Hispanic White (subset of White category)			--	--
Client Doesn't Know			3	6.5
Client Refused			--	--
Data Not Collected				
<b>Disability status</b>				
	#	%	#	%
Persons with disabilities			28	60.9
Persons without disabilities			16	34.8
Disability unreported			2	4.3
<b>Gender identity</b>				
	#	%	#	%
Male			21	45.7
Female			22	47.8
A gender that is not singularly 'Male' or 'Female'			--	--
Transgender			2	4.3
Questioning			--	--
Client doesn't know			--	--
Client refused			--	--
Data not collected			1	2.2

\*\* RRH = rapid re-housing or short-term rent assistance programs

Housing Placements by Intervention Type: Other Permanent Housing Programs (if applicable): N/A

## Eviction and Homelessness Prevention

# of preventions	This Quarter		Year to Date	
	#	%	#	%
<b>Total people</b>			643	
<b>Total households</b>			286	
<b>Race &amp; Ethnicity</b>				
Asian or Asian American			9	1.4
Black, African American or African			61	9.5
Hispanic or Latin(a)(o)(x)			97	15.1
American Indian, Alaska Native or Indigenous			30	4.7
Native Hawaiian or Pacific Islander			12	1.9
White			531	82.6
Non-Hispanic White (subset of White category)			473	73.6
Client Doesn't Know			--	--
Client Refused			10	1.6
Data Not Collected			--	--
<b>Disability status</b>				
	#	%	#	%
Persons with disabilities			278	49.2
Persons without disabilities			287	50.8
Disability unreported			--	--
<b>Gender identity</b>				
	#	%	#	%
Male			227	35.3
Female			415	64.5
A gender that is not singularly 'Male' or 'Female'			1	0.02
Transgender			--	--
Questioning			--	--
Client doesn't know			--	--
Client refused			--	--
Data not collected			--	--

## Regional Long-Term Rent Assistance Program

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

RLRA data is not additive to the data above. Housing placements shown below are duplicates of the placements shown in the data above.



Regional Long-term Rent Assistance Quarterly Program Data	This Quarter		Year to Date	
	#	%	#	%
Number of RLRA vouchers issued during reporting period			385	
Number of people newly leased up during reporting period			507	
Number of households newly leased up during reporting period			296	
Number of people in housing using an RLRA voucher during reporting period			676	
Number of households in housing using an RLRA voucher during reporting period			412	
<b>Race &amp; Ethnicity</b>				
Asian or Asian American			6	0.9
Black, African American or African			107	15.8
Hispanic or Latin(a)(o)(x)			95	14.1
American Indian, Alaska Native or Indigenous			39	5.8
Native Hawaiian or Pacific Islander			8	1.2
White			526	77.8
Non-Hispanic White (subset of White category)			450	66.6
Client Doesn't Know			--	--
Client Refused			--	--
Data Not Collected			8	1.2
<b>Disability status</b>				
	#	%	#	%
Persons with disabilities			374	55.3
Persons without disabilities			294	43.5
Disability unreported			8	1.2
<b>Gender identity</b>				
	#	%	#	%
Male			176	42.7
Female			234	56.8
A gender that is not singularly 'Male' or 'Female'			1	0.02
Transgender			--	--
Questioning			--	--
Client doesn't know			--	--
Client refused			1	0.02
Data not collected			--	--

**Definitions:**

**Number of RLRA vouchers issued during reporting period:** Number of households who were issued an RLRA voucher during the reporting period. (Includes households still shopping for a unit and not yet leased up.)

**Number of households/people newly leased up during reporting period:** Number of households/people who completed the lease up process and moved into their housing during the reporting period.

**Number of households/people in housing using an RLRA voucher during reporting period:** Number of households/people who were in housing using an RLRA voucher at any point during the reporting period. (Includes (a) everyone who has been housed to date with RLRA and is still housed, and (b) households who became newly housed during the reporting period.)

**Housing Retention**

<b>Metric</b>	<b>Data Points</b>	<b>Outcome Data</b>
Housing retention rates: PSH RRH	% of people placed into permanent housing programs who retained housing at 12 months and each 12 months thereafter.	98.3% at 12 months for PSH and 95.6% at 12 months for RRH
Length of homelessness and returns to homelessness	System: Average length of time homeless for people you’ve served in system (use HUD guidance)  Average length of time homeless for people served in SHS programs	<b>System-Wide</b> – Average Length of Time Homeless: 2.64 Years (966 Days)  <b>SHS</b> – Average Length of Time Homeless: 3.53 years (1,288 Days)
	System: Average rate of returns to homelessness (use HUD guidance) for households that exited to permanent housing in your system  Average rate of returns for people placed into SHS funded programs	Clients returning from housing entered within FY 22-23 reporting period who previously were housed in a permanent housing destination within the 24 preceding months starting 6/1/22  <b>System-Wide</b> Average Rate of Return to Homelessness: 5% Total: 197 people Monthly Average: 15 people  <b>SHS</b> Average Rate of Return to Homelessness: 3.1% Total: 21 people Monthly Average: 1.8 people

## Additional Outcomes: Safety off the Streets – Emergency and Transitional Shelter

Metric	FY 22-23 Outcomes
Number of supported emergency or transitional shelter units	140 Units
People served in emergency shelter or transitional housing	788 People
Households served in emergency shelter or transitional housing	520 Households

### Leveraged Resources

Clackamas County’s LIP made a strong commitment to leveraging different funding sources to ensure SHS funds were utilized effectively. In FY 22-23 the county augmented SHS-funded services by leveraging various funding sources to create or expand extremely effective programs. Leveraged funding helped support programming across the continuum of services such as outreach, safety off the streets, eviction prevention, short-term housing assistance and permanent supportive housing. In addition to leveraged financial resources, the county also leveraged services within the county to support SHS-funded programs. The county’s Bridges to Housing program provides case managers who help support RLRA clients remain in permanent supportive housing. The county also leveraged various types of rental assistance vouchers in conjunction with SHS-funded case management to reallocate RLRA funds to other households in need.

### FY 22-23 Leveraged Funding

Leveraged Funding Source	Approximate Amount Leveraged	Services Supported
American Rescue Plan Act	\$1,076,000	Emergency non-congregate shelter which a SHS-funded contractor provides services for.
Comprehensive Opioid, Stimulant, and Substance Abuse Program	\$129,000	The Law Enforcement Assisted Diversion Program.
Continuum of Care - Shelter + Care	\$541,000	The Shelter + Care program receives federal funding for rental assistance and SHS funding for case management.
County General Fund	\$735,000	Law Enforcement Assisted Diversion, short-term rental assistance, eviction prevention, domestic violence shelters, youth engagement.
Emergency Solutions Grant	\$32,000	Homeless Management Information System support.

Housing and Urban Development Funded Public Housing	\$4,403,000	Public housing which has SHS funded resident services and eviction prevention assistance.
Housing and Urban Development Funded Rental Assistance	\$2,411,000	Rental assistance for PSH developments utilizing SHS funded resident services and case management.
<b>Approximate Amount Leveraged in FY 22-23:</b>	<b>\$9,327,000</b>	

### B. Equitable service delivery

Metric	Data points	Outcome data
Scale of investments made through culturally specific service providers to measure increased capacity over time.	Amount of funding to culturally specific services providers	For a detailed list of contract values and amounts paid to culturally specific providers please see Attachment A.
	Other resources designated for culturally specific services providers	
Rates of pay for direct service roles and distribution of pay from lowest to highest paid staff by agency to measure equitable pay and livable wages.	Rates of pay for direct services roles (contracted partners)	A detailed analysis of the rates and distribution of pay and of staff diversity for all SHS-funded service providers is available in Attachment E.
	Distribution of pay from lowest to highest paid staff by agency	
Diversity of staff by race, ethnicity, sexual orientation, gender identity, disability status and lived experience.	Diversity of contracted providers by race/ethnicity	
	Diversity of contracted providers by sexual orientation	
	Diversity of contracted providers by gender identity	
	Diversity of contracted providers by disability status	
	Diversity of contracted providers by lived experience	

### C. Engagement and decision-making

Metric	Data Points	Outcome Data
Percent of all advisory and oversight committee members who identify as Black, Indigenous and people of color or as having lived experience of housing instability or homelessness	% of local advisory committee/board and oversight committee members who identify as BIPOC	15%
	% of local advisory committee/board and oversight committee members who have lived experience of housing stability or homelessness	31%

Attachment D: FY 22-23 SHS Annual Financial Report

Metro Supportive Housing Services  
 Financial Report for Quarterly Progress Report (IGA 7.1.2) and Annual Program Report (IGA 7.1.1)  
 Clackamas County  
 FY 2022-2023

**COMPLETE THE SECTION BELOW EVERY QUARTER. UPDATE AS NEEDED FOR THE ANNUAL REPORT.**

Financial Report (by Program Category)	Annual Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total YTD Actuals	Variance Under / (Over)	% of Budget	Comments
<b>Metro SHS Resources</b>									
Beginning Fund Balance	32,200,000	40,912,115				40,912,115	(8,712,115)	127%	The budget for Clackamas County's SHS program is based on the prior year carryover amount (ending fund balance). When constructing the FY 2022-23 budget, county staff estimated an ending fund balance for FY 2021-22 of \$32.2 million. The actual ending fund balance was \$40.9 million, a difference of \$8.7 million. Clackamas County will do a supplemental budget to appropriate these funds in FY 2022-23. If needed to ensure that program spending does not exceed the budgeted amount, staff are currently working on FY 2022-23 year-end projections to determine the anticipated carryover amount to include in the FY 2023-24 budget.
Metro SHS Program Funds	100,000	9,618,954	10,235,195	16,061,347	33,334,696	69,250,191	(69,250,191)	N/A	
Interest Earnings		86,759	188,152	320,202	326,074	921,187	(821,187)	921%	
Insert add'l lines as necessary								N/A	
<b>Total Metro SHS Resources</b>	<b>32,300,000</b>	<b>50,617,828</b>	<b>10,423,347</b>	<b>16,381,549</b>	<b>33,660,770</b>	<b>111,083,493</b>	<b>(78,783,493)</b>	<b>344%</b>	
<b>Metro SHS Requirements</b>									
<b>Program Costs</b>									
<b>Activity Costs</b>									
<b>Shelter, Outreach and Safety on/off the Street</b> (emergency shelter, outreach services and supplies, hygiene programs)	6,855,667	152,366	783,753	1,195,927	1,769,404	3,901,451	2,954,216	57%	Mobile and site-based outreach services, some of which are culturally specific. Non-congregate site-based and scattered site shelters. Includes some specialized shelters serving families, DV survivors, and latinas.
<b>Short-term Housing Assistance</b> (rent assistance and services, e.g. rapid rehousing, short-term rent assistance, housing retention)	1,670,262	-	20,682	705,893	747,563	1,474,138	196,123	88%	Short-term rent assistance administered by service providers and the county, resident services for affordable housing developments, eviction prevention for Housing Authority owned/managed properties, and rapid rehousing.
<b>Permanent supportive housing services</b> (wrap-around services for PSH)	6,221,600	199,155	721,392	1,166,722	2,341,819	4,429,087	1,792,513	71%	Housing navigation/placement and supportive housing case management services for moving households into PSH and ensuring they remain stably housed. Includes several culturally specific providers.
<b>Long-term Rent Assistance</b> (RLRA, the rent assistance portion of PSH)	7,400,271	615,916	955,663	1,399,602	2,096,122	5,067,302	2,332,969	68%	All non-administrative costs for the RLRA program which include rental and utility payment assistance, personnel, and other miscellaneous program operation expenses.
<b>Other supportive services</b> (employment, benefits)	591,937	-	181,135	193,490	372,424	747,049	(155,113)	126%	Other services which bridge multiple reporting categories such as case managers assisting housing insecure households who require significant behavioral health support.
<b>SHS Program Operations</b>	1,741,379	101,222	141,810	171,500	314,497	729,030	1,012,350	42%	Personnel who directly support contracted service providers via training and technical assistance and miscellaneous operating costs that support service delivery.
<b>System Support and Coordination</b>	538,858	-	88,926	72,843	224,172	385,942	152,916	72%	Capacity building for service providers with an emphasis on grassroots and culturally specific organizations, technical assistance for service providers, HMIS and coordinated housing access personnel and infrastructure support.
<b>Subtotal Activity Costs</b>	<b>25,019,973</b>	<b>1,068,659</b>	<b>2,893,361</b>	<b>4,905,978</b>	<b>7,866,001</b>	<b>16,733,999</b>	<b>8,285,974</b>	<b>67%</b>	
<b>Administrative Costs <sup>(1)</sup></b>									
County Admin: Long-term Rent Assistance	740,027	13,419	88,157	62,742	65,920	230,238	509,789	31%	Administrative Costs for long-term rent assistance equals 4% of Partner's YTD expenses on long-term rent assistance.
County Admin: Other	1,610,000	286,249	259,350	388,960	394,160	1,328,720	281,280	83%	Administrative Costs for Other Program Costs equals 10% of total YTD Other Program Costs.
<b>Subtotal Administrative Costs</b>	<b>2,350,027</b>	<b>299,668</b>	<b>347,507</b>	<b>451,703</b>	<b>460,080</b>	<b>1,558,958</b>	<b>791,069</b>	<b>66%</b>	
<b>Other Costs</b>									
Debt Service	-	-	-	-	-	-	-	N/A	
Regional Strategy Implementation Fund <sup>(2)</sup>	1,610,000	-	352	854	34,705	35,911	1,574,089	2%	Regional Strategy Implementation Fund equals 0% of Partner's total YTD expenses.
Interest Investment Fee	-	10,389	12,842	15,750	13,766	52,748	(52,748)	N/A	
<b>Subtotal Other Costs</b>	<b>1,610,000</b>	<b>10,389</b>	<b>13,194</b>	<b>16,604</b>	<b>48,471</b>	<b>88,658</b>	<b>1,521,342</b>	<b>6%</b>	
<b>Total Program Costs</b>	<b>28,980,000</b>	<b>1,378,717</b>	<b>3,254,062</b>	<b>5,374,285</b>	<b>8,374,551</b>	<b>18,381,615</b>	<b>10,598,385</b>	<b>63%</b>	
<b>Contingency and Stabilization Reserve</b>									
Contingency <sup>(3)</sup>	1,610,000	-	-	-	-	-	1,610,000	0%	Contingency equals 0% of Partner's total YTD expenses.
Stabilization Reserve <sup>(4)</sup>	1,610,000	-	-	-	-	-	1,610,000	0%	Stabilization Reserve equals 0% of Partner's total YTD expenses.
<b>Subtotal Contingency and Stabilization Reserve</b>	<b>3,220,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,220,000</b>	<b>0%</b>	
<b>Total Metro SHS Requirements</b>	<b>32,200,000</b>	<b>1,378,717</b>	<b>3,254,062</b>	<b>5,374,285</b>	<b>8,374,551</b>	<b>18,381,615</b>	<b>13,818,385</b>	<b>57%</b>	
<b>Ending Fund Balance*</b>	<b>100,000</b>	<b>49,239,111</b>	<b>7,169,285</b>	<b>11,007,263</b>	<b>25,286,219</b>	<b>92,701,878</b>	<b>(92,601,878)</b>		

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

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

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

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

**Ramp-Up/Spend-Down Plan - IGA 5.5.2.1 INCLUDE THIS SECTION EVERY QUARTER AND IN THE ANNUAL REPORT.**

	Expected % of Budget Spent per Quarter	Actual % Spent <sup>(1)</sup>	Variance	Comments
Quarter 1	5%	5%	0%	Explain any material deviations from the Spend-Down Plan, or any changes that were made to the initial Spend-Down Plan. <sup>(2)</sup>
Quarter 2	10%	11%	-1%	
Quarter 3	25%	19%	6%	
Quarter 4	38%	29%	9%	
Total	78%	63%	15%	

<sup>(1)</sup> For the purpose of comparing "Actual % Spent," Partner should utilize the "% of Budget" figure from the "Total Program Costs" row in the above Financial Report (i.e. excluding Contingency and Ending Fund Balance), as indicated in the formula.

<sup>(2)</sup> A "material deviation" arises when the Program Funds spent in a given Fiscal Year cannot be reconciled against the spend-down plan to the degree that no reasonable person would conclude that Partner's spending was guided by or in conformance with the applicable spend-down plan.

**Non-Displacement (IGA 5.5.1)**

	FY18-19 Budget*	FY19-20 Budget*	FY21-22 Budget*	Current FY Budget*	Variance from Benchmark	Comments
Current Partner-provided SHS Funds (Partner General Funds) <sup>(1)</sup>	N/A	2,625,857	2,627,902	2,640,361	12,459	
Other Funds <sup>(2)</sup>	10,885,397	N/A	48,477,708	14,172,443	3,287,046	Year over year change between FY21-22 and FY22-23 is due to the discontinuation of one-time COVID related rent assistance funds

<sup>(1)</sup> Per IGA Section 5.5.1.2 TERMS, "Current Partner-provided SHS Funds" means Partner's general funds currently provided as of FY 2019-20 towards SHS programs within Partner's jurisdictional limits including, but not limited to, within the Region. "Current Partner-provided SHS Funds" expressly excludes all other sources of funds Partner may use to fund SHS programs as of FY 2019-20 including, but not limited to, state or federal grants.

<sup>(2)</sup> Per IGA Section 5.5.1.1 OTHER FUNDS include, but are not limited to, various state or federal grants and other non-general fund sources. Partner will attempt, in good faith, to maintain such funding at the same levels set forth in Partner's FY 2018-19 budget. However, because the amount and availability of these other funds are outside of Partner's control, they do not constitute Partner's Current Partner-provided SHS Funds for purposes of Displacement. Partner will provide Metro with information on the amount of other funds Partner has allocated to SHS, as well as the change, if any, of those funds from the prior Fiscal Year in its Annual Program Budget.

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

<sup>(1)</sup> While the 60 day deadline described in IGA section 5.5.2 only deals with budget amendments, partners agreed it should apply to the initial budget submission as well.



## ATTACHMENT E

# Clackamas County Fiscal Year 22-23 Annual Contract Performance Evaluation and Report Staff Demographics and Pay Equity

### Introduction

Clackamas County Housing Services conducted a baseline evaluation for the Fiscal Year 22-23 Supportive Housing Services (SHS) contracted programs. The evaluation process focused on two domains: (1) staff demographic data, and (2) pay equity by position type. The findings from this report will be utilized to inform programming decisions for Supportive Housing Services.

This report describes staff demographics and pay equity analyses for several SHS contracted providers. The final component of the report compares demographics and pay equity between culturally specific providers and non-culturally specific providers. Future iterations of this report will consider demographic and pay equity data in relation to this baseline survey.

### Supportive housing services contracts

During Fiscal Year 22-23 Clackamas County Supportive Housing Services contracted with 15 organizations to provide Supportive Housing Case Management Services (SHCM), Rapid Rehousing (RRH), Transitional Housing, Outreach, and Emergency Shelter. Some service providers operate multiple SHS-funded programs. Data is included from these 15 survey respondents:

- Central City Concern (LEAD)
- The Father's Heart
- Do Good Multnomah
- Clackamas Women's Services (CWS)
- Immigrant and Refugee Community Organization (IRCO)
- Northwest Housing Alternatives
- Clackamas Service Center
- LoveOne
- Greater New Hope Family Services
- El Programa Hispano Catolico
- Up and Over
- Impact Northwest
- Northwest Family Services
- Providence (Better Outcomes Thru Bridges)
- Mental Health & Addiction Association of Oregon (MHAAO)

### Contractor staff demographics

Organizations contracted with Clackamas County Supportive Housing Services were asked to complete an online survey regarding staff demographics. Although most providers utilized this survey, some

organizations submitted demographics collected through internal processes. Demographics analyzed for this report included: race and ethnicity, gender identity, sexual orientation, veteran status, age group/generation, disability status, lived experience with homelessness, and additional languages spoken. In addition to quantitative survey responses, providers submitted narratives that described internal work to further diversity, equity, and inclusion at their organizations.

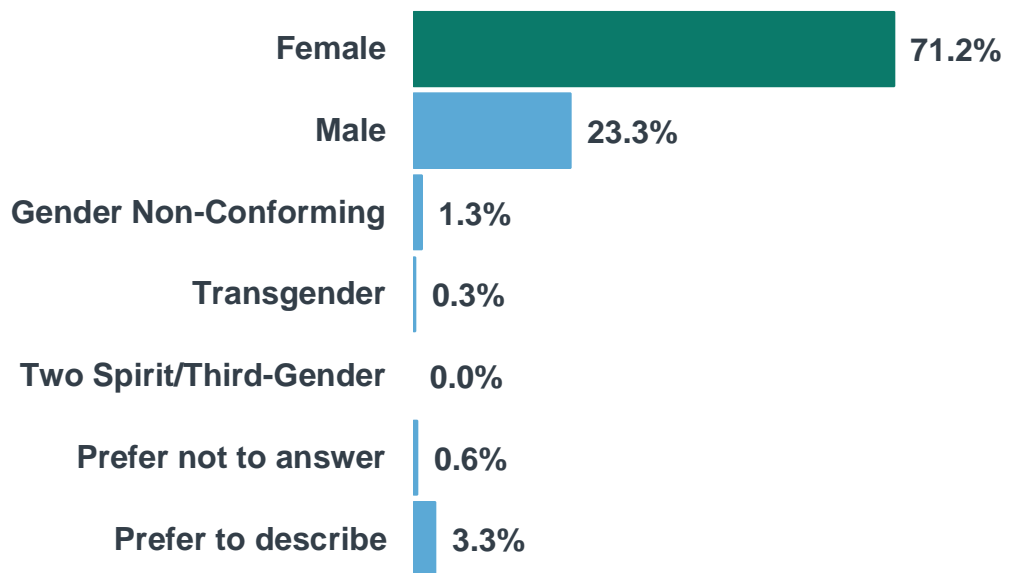
### Pay equity

Providers were also asked to share salary information that included the lowest, highest, and average level of pay for multiple position types within their organizations. Some of the position classifications reviewed for pay equity included: administrative, management, executive leadership, and client facing roles.

### Survey results

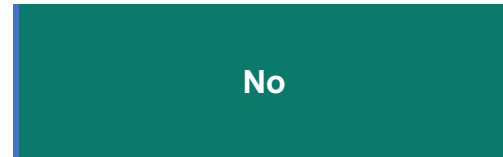
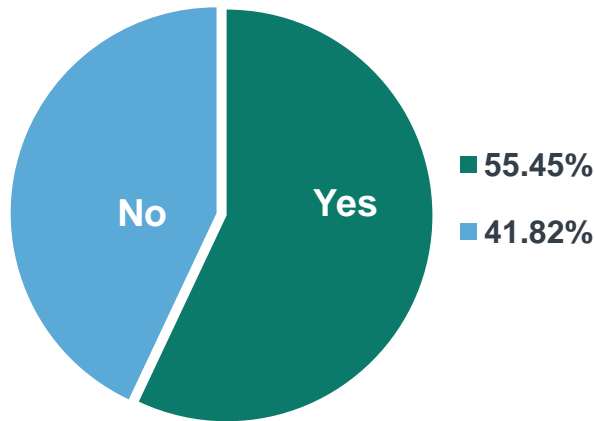
The following tables display results of the demographics survey for providers contracted with Clackamas County Supportive Housing Services. Survey participation varied by organization, so the number of responses for each demographic category differs. Some survey items including race and ethnicity, gender identity, and other languages spoken allowed for individuals to select multiple responses. As such, percentages for these categories may not sum to 100%.

**Women** who work in SHS funded roles make up nearly 3/4 of the the workforce  
(n=639)



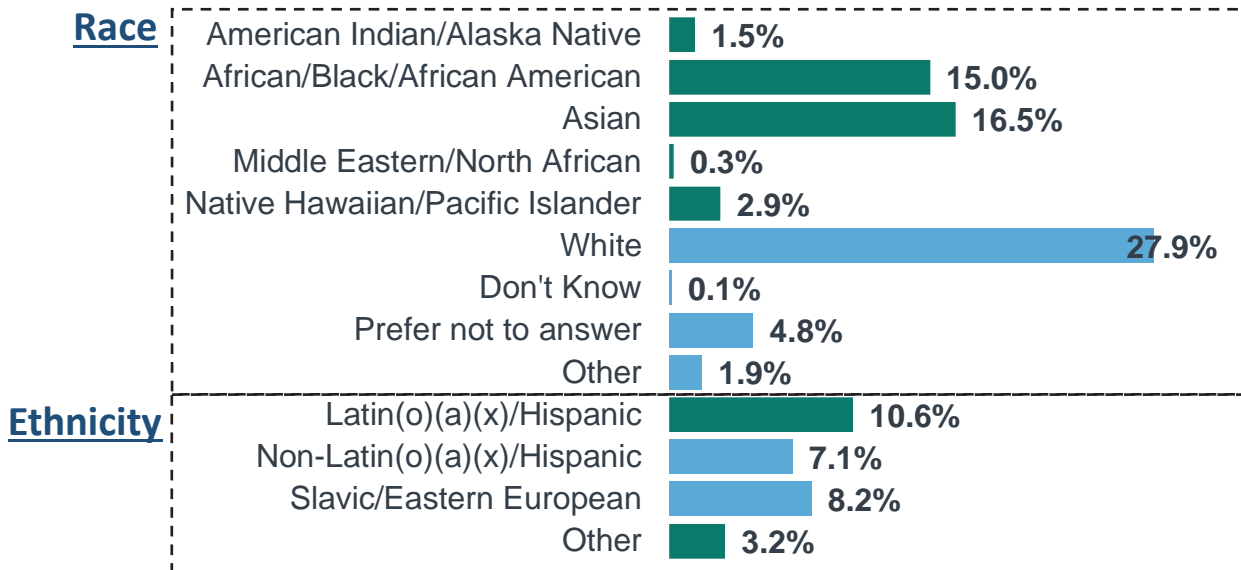
Staff with **Lived Experience of Homelessness represent more than half** SHS funded programs (n=110)

**Veteran staff** representation within Clackamas SHS funded programs is **less than 2%** (n=633)



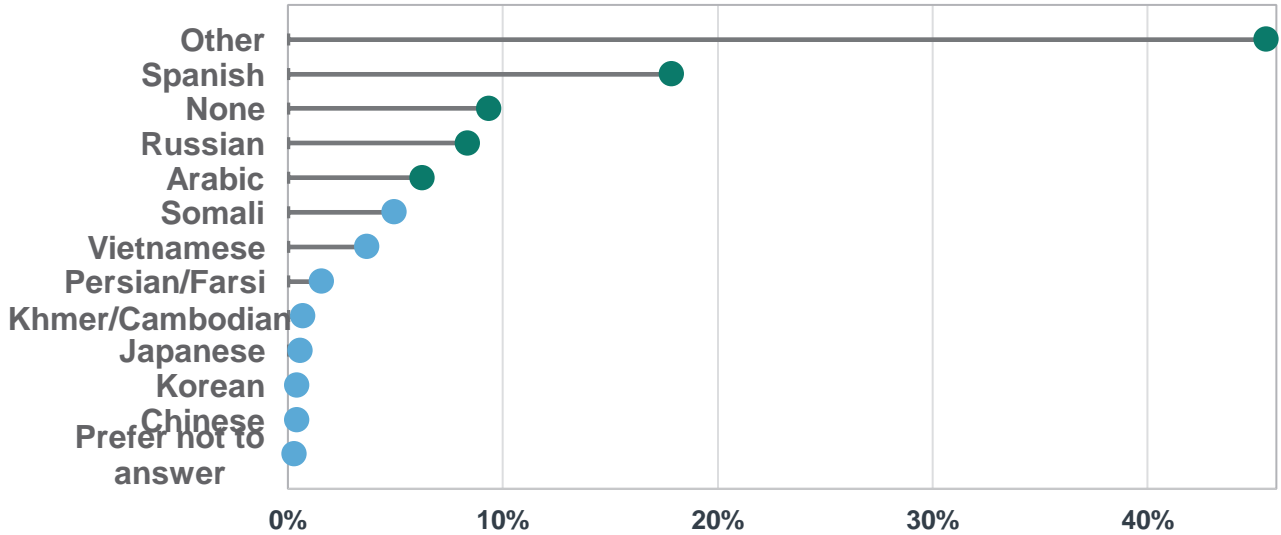
Less than 3%"prefere not to disclose"

**50 percent** of SHS funded program staff identify as a race **other than White** and/or as **Latin(o)(a)(x)/Hispanic** (n=641)

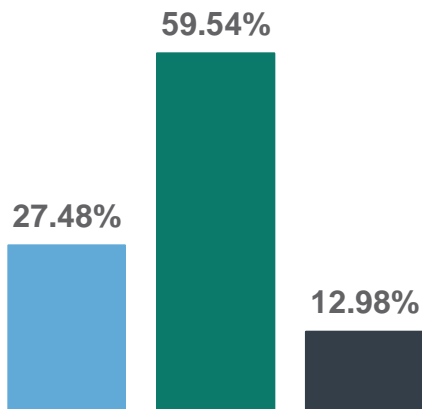


\* Respondents could select multiple (or zero) responses for race and ethnicity, some respondents only opted to select one of race or ethnicity.

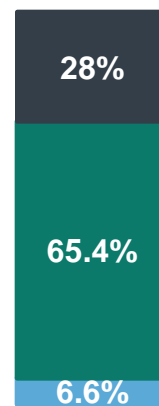
Staff ranked **Other, Spanish, None, Russian, & Arabic** among the **top secondary languages** spoken who work within SHS programs (n=705)



Nearly one third of staff identify as **LGBTQIA2S+** who work within SHS funded Programs (n=131)

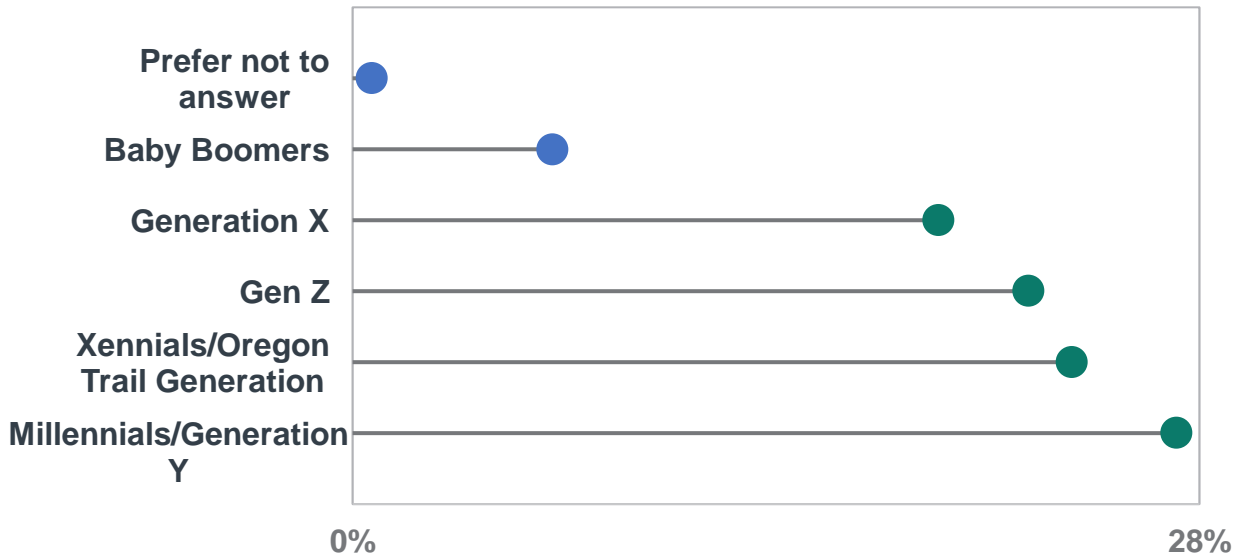


**Disability** representation among staff working within Clackamas SHS funded programs is **less than 7%** (n=633)



■ Yes ■ No ■ Prefer not to answer      ■ Prefer not to answer ■ No ■ Yes

**Millenials, Xennials, Gen X and Gen Y** ranked among the **top generational groups** working within SHS funded programs (n=635)



**Furthering workforce diversity, equity, and inclusion**

Responses to the qualitative portion were limited for this iteration of the Staff Demographics and Pay Equity survey. Future versions of this survey will place an emphasis on having organizations share how they are working to improve diversity, equity, and inclusion for their workforces. However, organizations did note several promising developments including: the creation and approval of an organizational equity plan, support for employee affinity groups, and a variety of trainings focused on communication, justice, and antiracist behaviors.

**Pay equity analysis**

This section summarizes pay equity data that was reported by providers contracted with Clackamas County Supportive Housing Services. Organizations were asked to provide the minimum, maximum, and average staff salary by position type. The below graphs depict information from these survey items. Additional information regarding the pay equity analysis can be found in Appendix A of this attachment.

For client-facing roles (shelter staff, outreach workers, housing liaisons, and case managers/workers), the average salary across organizations and position types was relatively consistent. The average salary by position type ranged from a low of \$52,417 (case managers/workers) to a high of \$59,155 (outreach workers). Within position groups, housing liaisons showed the largest range between lowest (\$44,000) and highest (\$70,000) reported annual salary. Shelter staff demonstrated the most consistency between salary with the lowest reported salary being \$47,840 and the highest reported salary being \$65,000. Response rates by organization and for each position classification varied.



## Annual Salary by Position | Client-Facing Roles

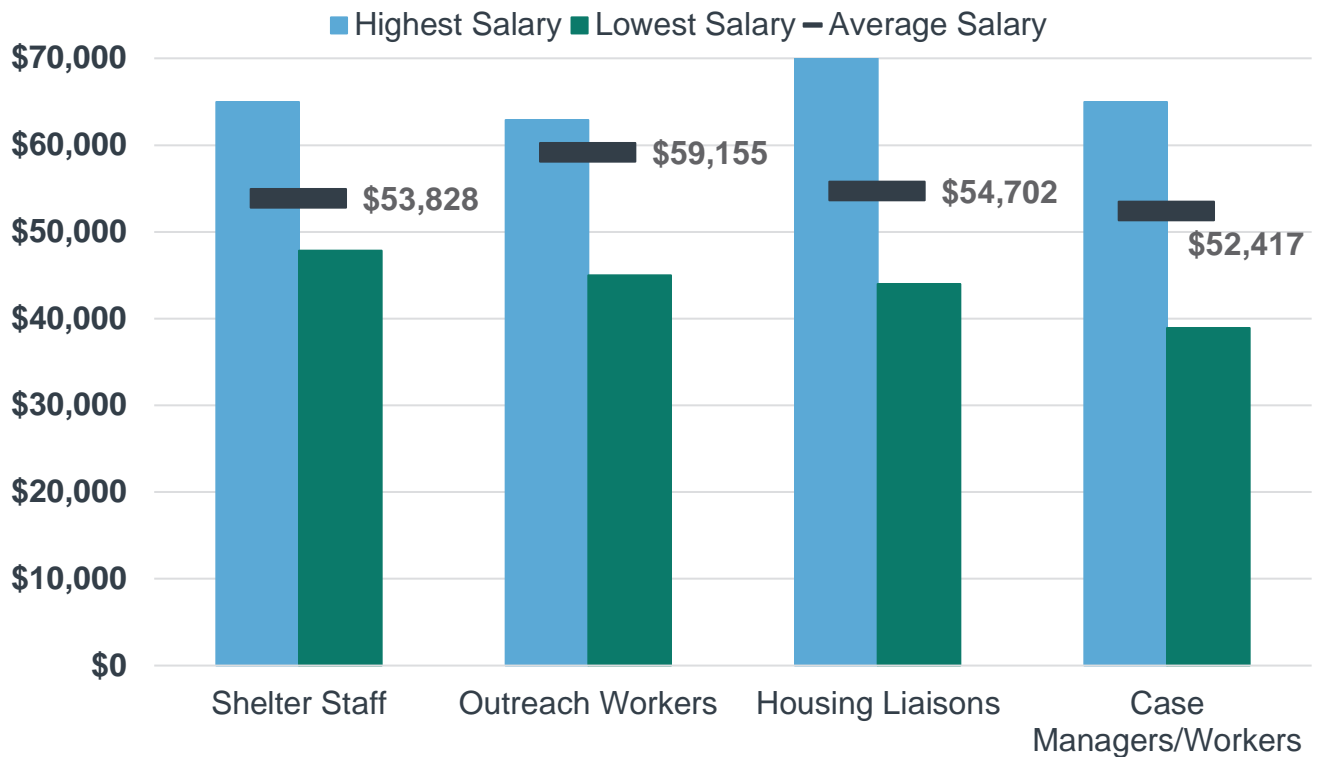


Figure 1 Annual Salary by Position | Client-Facing Roles

Administrative, management, and other roles showed larger ranges between salaries in comparison to client-facing positions. Other client-facing roles, other full-time staff, and administrative roles had relatively consistent average salaries across position types. However, within position classifications, there was significant variance in reported salary. For example, the lowest reported salary for an administrative role was \$44,990 while the highest salary was \$85,000. Moreover, one position classified as other full-time staff reported the lowest salary of \$22,500 while the highest salary for someone in this position group was \$72,457 annually. Although management roles reported an average annual salary of \$74,298, there was a large range between the highest (\$125,000) and the lowest (\$50,000) salaries. It is worth noting that response rates for executive leadership roles were low for the pay equity survey. Only three organizations provided salary information for executive level staff. Two of these providers shared pay data for executive staff who are not full-time equivalent positions. The highest reported salary for executive leadership positions was \$200,603 annually. The lowest reported salary for this position group was \$75,000 per year.<sup>1</sup>

<sup>1</sup> The lowest salary data point for an Executive Leadership role was for a .5 FTE position.

## Annual Salary by Postion | Administrative, Management, and Other Roles

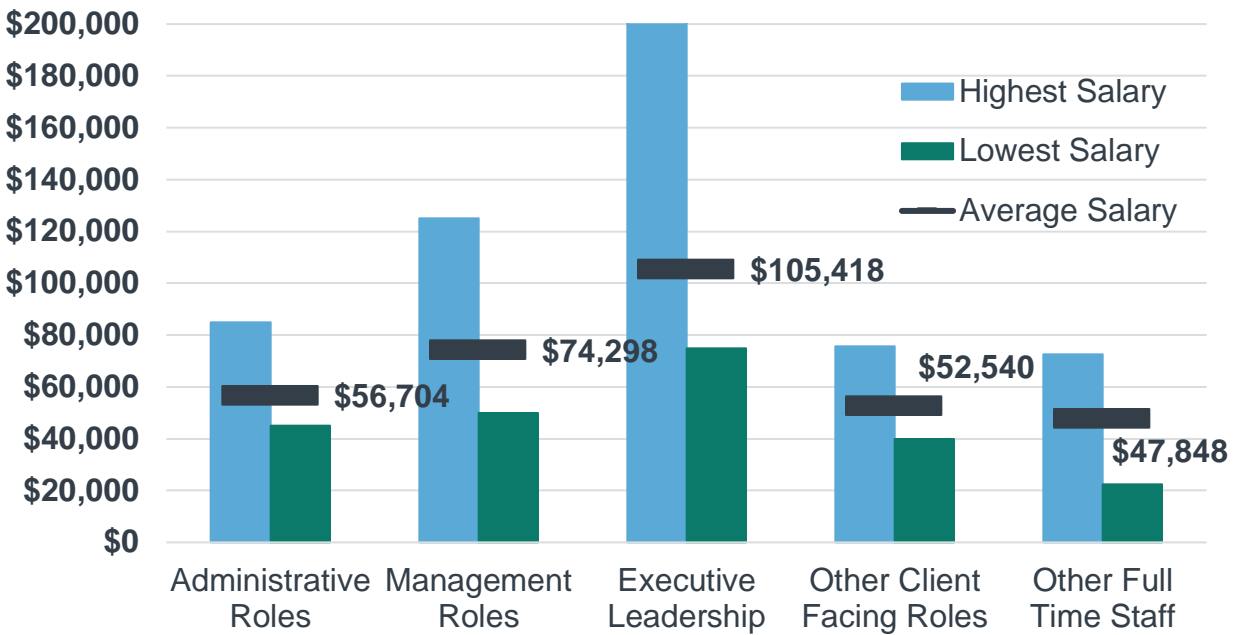


Figure 2 Annual Salary by Position | Administrative, Management, and Other Roles

### Culturally specific organizations

The Staff Demographics and Pay Equity survey provided information to compare demographics from culturally specific and non-culturally specific organizations. Three organizations that identify as culturally specific shared demographic information that can be compared with non-culturally specific providers contracted with Clackamas County. Non-culturally specific providers had more than twice as many staff who identified as White/Western European compared to culturally specific providers. Culturally specific providers reported higher rates of African/Black/African American and Asian staff in comparison to non-culturally specific counterparts. Non-culturally specific providers reported higher staffing percentages of American Indian/Alaska Native/First Nation/Indigenous and Latin(a)(o)(x) or Hispanic when compared to culturally specific organizations.

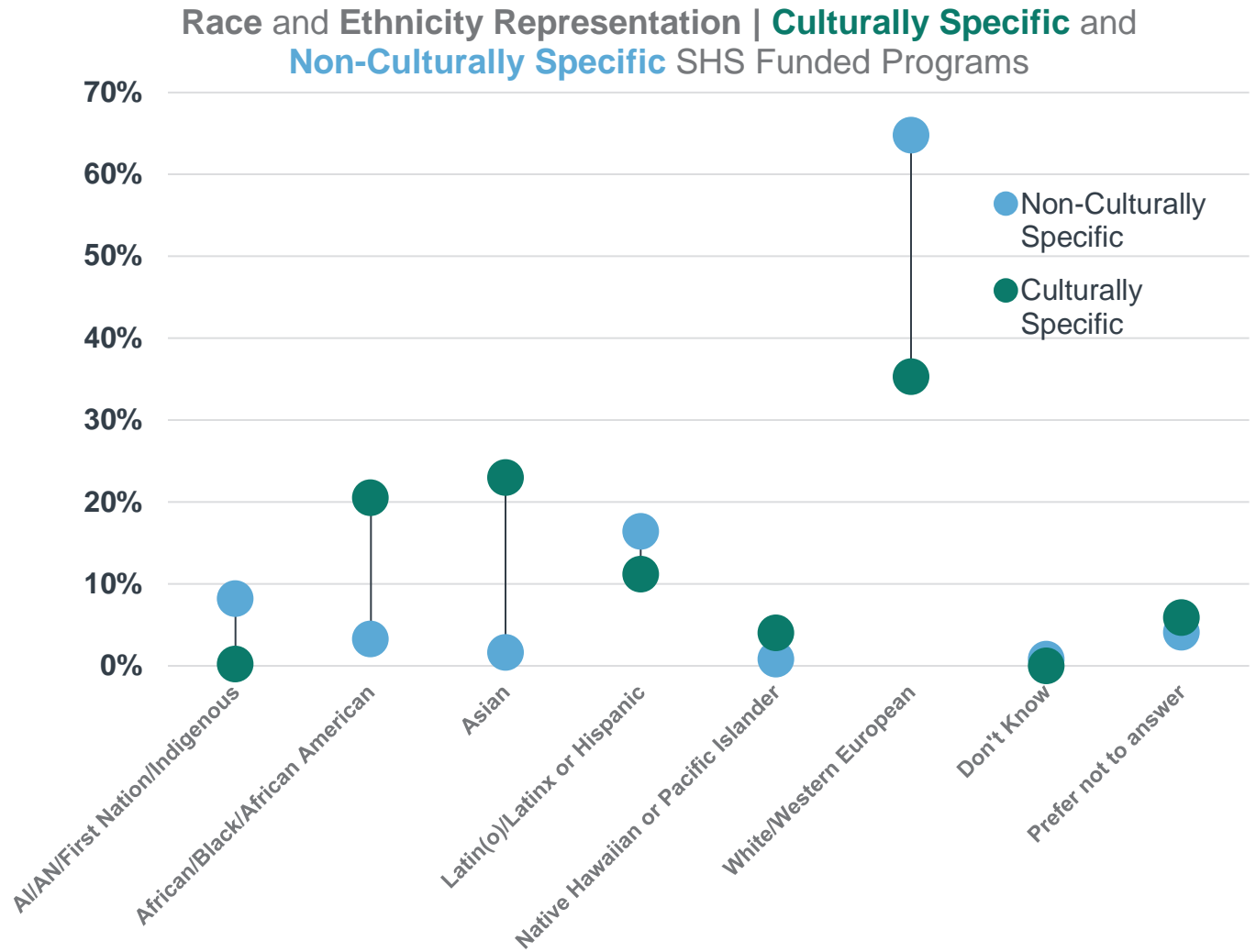


Figure 3 Race and Ethnicity Representation | Culturally Specific and Non-Culturally Specific SHS Programs

Salary data was compared by position type between culturally specific and non-culturally specific organizations contracted with Clackamas County. Other client facing roles, administrative roles, and case managers/workers had relatively consistent average salaries across organization types. However, there were substantial differences between average salaries for some position groups. Consistently, non-culturally specific providers reported higher average salaries. Housing liaisons at non-culturally specific providers earned an average of \$6,688 more than their counterparts at culturally specific organizations. This relation persists for management roles (average difference of \$7,011), executive leadership positions (average difference of \$9,655), and outreach workers (average difference of \$12,249).

### Average Pay by Role | Culturally Specific and Non-Culturally Specific SHS Funded Programs

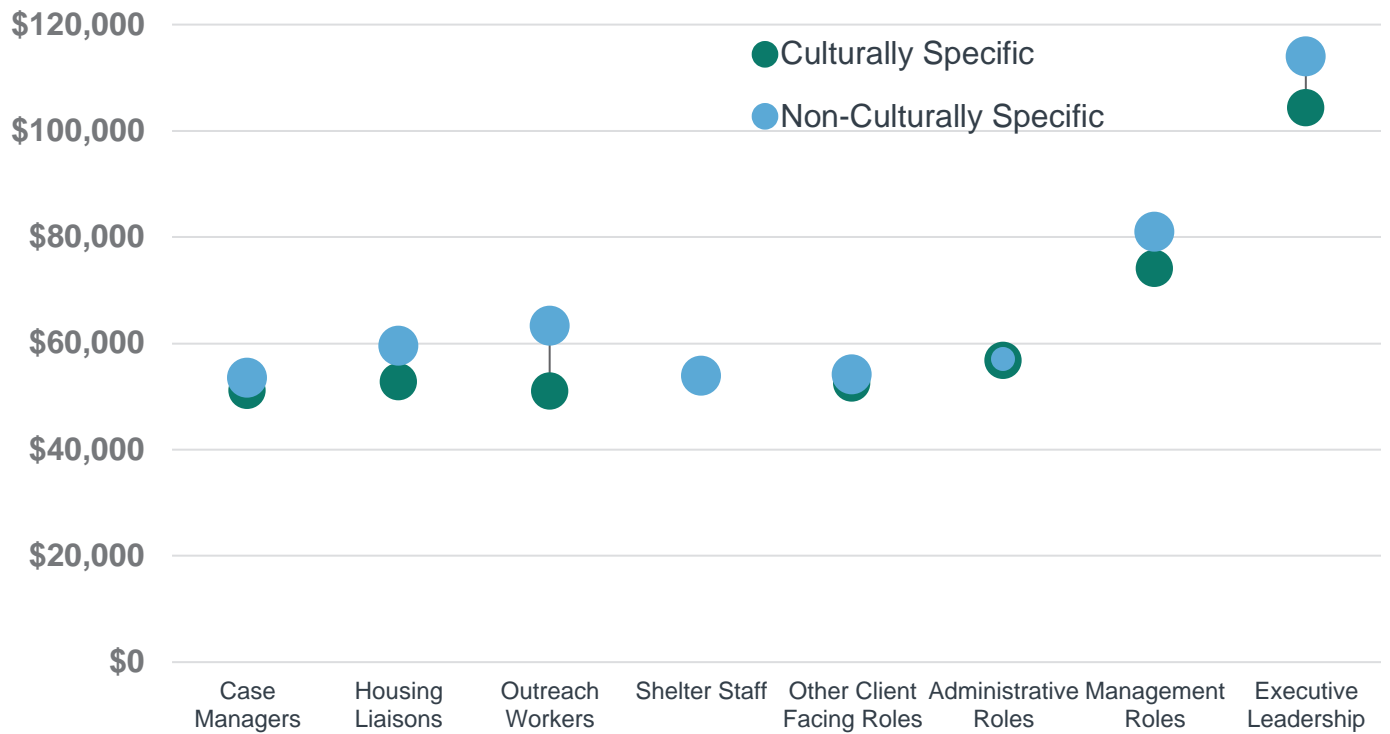


Figure 4 Average Pay by Role | Culturally Specific and Non-Culturally Specific

## APPENDIX A: CLACKAMAS COUNTY PAY EQUITY ANALYSIS TABLE

	<b>Number of Organizations</b>	<b>Number of Employees</b>	<b>Min Salary</b>	<b>Average Salary</b>	<b>Max Salary</b>
<b>Position Type</b>					
Case Managers	6	44	\$38,880.00	\$52,417.00	\$65,000.00
Housing Liaison	5	39	\$44,000.00	\$70,000.00	\$54,702.00
Outreach Workers	5	16	\$45,000.00	\$59,155.00	\$62,884.00
Shelter Staff	2	7	\$47,840.00	\$53,828.00	\$65,000.00
Other Client-Facing Role	4	193	\$40,000.00	\$52,540.00	\$75,672.00
Administrative Role	3	49	\$44,990.00	\$56,704.00	\$85,000.00
Management Role	5	192	\$50,000.00	\$74,298.00	\$125,000.00
Executive Leadership	3	19	\$75,000.00	\$105,418.00	\$200,603.00
<b>Culturally Specific Services</b>					
Culturally Specific	2	530	\$22,500.00	\$61,619.00	\$200,603.00
Non-Culturally Specific	5	88	\$31,200.00	\$57,016.00	\$125,000.00