Clackamas County Continuum of Care - FY2023 Ranking Process

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

Last year's competition included a significant overhaul of our score cards. **Objective Criteria, used in reviewing, ranking and program selection** to determine future program success, was different based on the type of score card used:

For all Score Cards revisions were made to align with local and HUD priorities:

- *Revised narratives*: Healthcare collaboration, increased points.
- *Added narrative*: Ability to serve outside of the urban growth boundary (UGB) questions*. The UGB question was not scored this year but provided information on how to increase services in rural parts of Clackamas County.
- *Revised narrative*: Description of equity and inclusion strategies. Significantly increased points for equity and inclusion (from 10 to 33 total points). Added additional equity questions.
- *Added narrative*: Added narrative question related to Housing First policies and practices. Increased points associated with Housing First question (from 1 to 10 total points).

This year no significant changes made to the score cards, outside of aligning "First Year" score cards with the changes made to other score cards last year. First Year score cards are used by reviewers for projects who have not completed their first year of operations by the time the competition starts. One additional change made was adding information to New Applicant score card about whether the budget was reasonable based on services proposed.

The following elements are within each Score Card:

- *New Project Applications*- basic threshold requirements (such as HMIS, CE, and Equal Access); HUD application requirements (such as eligible activities, project type); local goals (Increase RRH and Dedicated CH beds, project that serves non-Chronic single adults, commitment to using Housing First approach with no service participation requirements or preconditions, Culturally Specific Organization and/or Culturally Specific Project); and narratives (agency administrative capacity, success with federal grants, experience working with homeless populations, program plans to positively contribute to HUD's System Performance Measures, description of their equity and inclusion strategies, ability to serve outside of the urban growth boundary, Housing First, collaboration with healthcare)

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- *First-year Renewal Projects*- Steps taken to be incorporated into CE System; drawdowns (projects that are within 1 month of starting operating year have hired staff); HMIS data quality (getting new staff training in policies and procedures, data entry); submission by agency of Housing Inventory Form to HMIS staff; Participation in CoC meetings; increased or maintained income (staff member registered or completing SOAR training); HUD application requirements (such as eligible activities, project type); local goals (increase RRH and Dedicated CH beds, project that serves non-Chronic single adults, Commitment to using Housing First approach with no service participation requirements or preconditions, Culturally Specific Organization and/or Culturally Specific Project); and narratives (description of their equity and inclusion strategies, ability to serve outside of the urban growth boundary, Housing First, collaboration with healthcare)
- *Standard Renewal Projects-* unresolved HUD findings, on-time APR submission, eLOCCS drawdown rates, **System Performance:** HMIS data quality, bed utilization rates, exits to permanent housing, and increasing participant incomes, narratives (description of equity and inclusion strategies, ability to serve outside of the urban growth boundary, Housing First, and collaboration with healthcare)
- *Youth Renewal Projects*- evaluated based on the same criteria as Standard Renewal with 2 exceptions: The income measure was adapted to include increased/maintained income AND/OR attending school or training program.

Reviewers used up-to-date past performance data for all applications for which the data was available, including all Youth and Standard renewal projects. Data was pulled by our team for individual projects based on recently completed program year. **Target population, housing component type, number of households to be served, and cost effectiveness** were some of the **objective criteria** included on all score cards. All new and renewal projects were scored on narrative responses related to equity, housing first, and healthcare collaboration efforts. Potential bonus points were awarded to new and renewal projects that met each of the following criteria:

- The project increased the number of 100% Dedicated Chronically Homeless beds or Dedicated PLUS beds, intended to serve participants with severe barriers.
- The project increased to the number of total RRH beds.
- The applicant is a Culturally Specific Organization and/or the project is culturally specific.

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

Score Cards award points for projects that address severe barriers to accessing housing and services: This includes questions tied to Housing First policies and practices; points associated with increasing cash and non-cash benefits; collaboration with healthcare organizations; and points tied to projects serving Chronically Homeless households.

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Each of the score cards used by the review team are attached below. Our team submitted all new and renewal project applications through Esnaps to the CoC by the deadline set by the CoC, August 20th, 2023. The projects included in our FY2022 CoC Application were monitored, evaluated, reviewed, scored, accepted, and ranked on August 29th, 2023. Minutes of this and other HSSC meetings are available to the public.

New Project Applications: CWS RRH-Latinx New Project (DV Bonus), H3S CHA CE Expansion (CoC Bonus)

Extensive outreach was done by the CoC to encourage new applicants. This included information shared through the county website, information sent out to an approximately 360 member CoC list-serve, technical assistance open office hours, community meetings, monthly CoC meetings, and 1:1 conversation with prospective agencies considering applying. Unfortunately, no new agencies chose to apply, although at least two agencies that met with the CoC Lead are considering applying next year. We did receive the following two new project applications from an existing service provider: CWS RRH-Latinx Project, which would expand culturally specific services, and a CoC Bonus project application to significantly expand Coordinated Entry.

DV Bonus Project: CWS RRH-Latinx Project, which would expand culturally specific services. The CWS RRH- Latinx Project expands rapid rehousing assistance and supportive services to survivors of domestic violence. This project ranked in Tier 1. This expansion project adds 9 units. CWS provides culturally appropriate supportive services tailored to the individual needs of survivors and families. All CWS staff are trained in providing the housing screen and completing it at the first point of contact with homeless survivors. It is administered in the primary language of the participant by bilingual staff (CWS has staff that speak over five languages) or with the assistance of an interpreter These may include information and referrals for CWS services including counseling, legal services, support groups, and youth and children's services; assistance developing, securing, and coordinating services; accompaniment to appointments and advocacy with providers as needed; information and referrals to other providers including emergency services, and federal, state, and local benefits and services; youth services, ongoing risk assessments, safety planning, and emotional support. CWS leverages resources to support RRH participants in obtaining clothing vouchers, transportation, assistance in furnishing and household items, and moving services, as needed and available. **CoC Bonus Coordinated Housing Access** *Expansion Project:* The CoC received one new SSO-CE project application, to expand a renewal project. This project ranked as a CoC Bonus Project. As our system continues to see significant growth, we see a need to increase access. Expanding Coordinated Housing Access (CHA), our CE system, will allow us to connect with people who need housing and support services more rapidly, increasing access across all geographical areas of our CoC.

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Renewal Project Applications:

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

Note: While Central City Concern's Chez Ami project initially scored higher than Corvallis Neighborhood Housing Services (DevNW)'s Joint TH/RRH project, the Steering Committee voted to rank the TH/RRH project higher during the 8/29/23 Ranking Meeting. The Joint TH/RRH project scored higher overall in narrative response, but lost points due to data and performance elements. This project has historically been high performing, but recent staff turnover at the leadership level resulted in challenges for the project over the past year. The CoC Lead and Committee are committed to actively working with DevNW to ensure they once again meet high performance standards.

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

Projects Accepted but Not Ranked*:* As per instructions in the FY2023 CoC NOFO, 2 YHDP Renewal Projects were accepted but not ranked. The CoC Planning application was also reviewed for threshold compliance and quality of narrative response but was not ranked.

Rejected or Reduced Projects: No projects were rejected or reduced during the FY2023 Ranking Process.

*Ability to serve outside of the urban growth boundary – In May 2020, voters in greater Portland approved Measure 26-210 to fund services for people experiencing or at risk of homelessness within the urban growth boundary. Clackamas County is estimated to receive over $25million annually to serve people experiencing homelessness within the metro area. While CoC funds will still be utilized in all areas of the county, we want to ensure that there is adequate capacity to serve rural communities.