



Supportive Housing Services

Annual Report | Fiscal Year 2023 - 2024



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Title Page Photos

Top left, an outreach worker interacts with an individual experiencing homelessness. Top right, a mural on the wall of NAYA's new shelter. Middle right, the Youth Action Board at a clothing drive. Bottom left, a program participant who received assistance this year. Bottom right, Mercy Greenbrae.

We are building a safe Clackamas County where all people thrive, are celebrated for their diverse identities, and know they belong.



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Land Acknowledgement

What we now call Clackamas County is the traditional lands and waterways of the Clackamas, Chinook Bands, Kalapuya, Kathlamet, Molalla, Multnomah, Tualatin, Tumwater, Wasco and many other tribes of the Willamette Valley and Western Oregon. We will never be able to name every tribe that visited or lived upon this land because these communities frequently traveled for trade and other reasons. The Indigenous people lived, traded, and navigated along great rivers and tributaries presently named the Clackamas, Molalla, Pudding, Sandy, and Willamette. Many of the original inhabitants of this land died from disease, war and other conflicts. Those that survived these tragedies were forcibly removed and relocated by European settlers and the United States Government because of the land’s value. Today, their descendants live on, still carrying on the traditions and cultures of their ancestors. We honor the Native American people of Clackamas County as a vibrant, foundational, and integral part of our community. We respectfully acknowledge Wy’east, also known as Mount Hood, and Hyas Tyee Tumwater, also known as Willamette Falls, as sacred sites for many Native Americans. We thank those who have connection to this land and serve as stewards, working to ensure our ecosystem stays balanced and healthy.

EXECUTIVE SUMMARY

Supportive Housing Services (SHS) funding has allowed Clackamas County to launch and integrate a continuum of housing services that is ending homelessness, transforming lives, and realizing a community where everyone has a place to call home.

In the three years since the implementation of Supportive Housing Services-funded programs in Clackamas County, more than 2,000 people have been placed into housing, and evictions have been prevented for more than 3,000 people. Point-in-Time Count data indicate overall homelessness in the county decreased by 65% between 2019 and 2023, a period when homelessness increased across the nation.

In this past fiscal year, remarkable outcomes demonstrate progress toward ending chronic homelessness in our county:

- 1,247 people experiencing homelessness were placed into permanent housing, accompanied by the services they need to remain housed and to thrive¹
- 2,679 people had evictions prevented
- 1,382 people received long-term rent assistance
- 824 people were served through emergency and transitional shelter, such as the Veterans Village
- Spending tripled since the previous fiscal year

507

people contacted by homeless outreach

210

units of emergency shelter

824

people sheltered

775

people placed in permanent supportive housing

**FY 23-24
OUTCOMES**

472

people placed in rapid re-housing

2,679

people whose evictions were prevented

1,382

people who received long-term rent assistance

95.6%

retention rate in permanent supportive housing

¹ This includes 775 people placed in permanent supportive housing and 472 people placed through rapid re-housing.

Outreach

Our street outreach to people experiencing homelessness is carried out by six service providers, including two grassroots and two culturally specific outreach providers. Outreach workers connect with our community members experiencing homelessness, provide essential and survival supplies such as food, laundry, and showers, and connect people with emergency shelter and the county's coordinated entry system for permanent housing placement. This year, **507 people** received homeless outreach.



Outreach supplies

Working with evidence-based Built for Zero methodology, we are tracking each individual 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 making homelessness in Clackamas County rare, brief, and non-recurring. Outreach services are delivered through a combination of site-based, in-reach, pop-up events, and mobile methods. During the January ice storm this year, our outreach team activated to provide life-saving supplies and identify highly vulnerable individuals for temporary inclement weather shelter.

As with all components of our homeless services system, the county is employing new strategies to optimize its outreach system going forward. Staff are developing a centralized outreach request and response process to create an accessible and efficient way for service providers and community partners to request outreach to specific individuals experiencing homelessness. Additional potential improvements on the horizon to increase coordination include the use of mass texting, especially during emergency response, and piloting Geographic Information System (GIS) technology to ensure outreach coverage throughout the county.

Coordinated Housing Access

Clackamas County's coordinated entry system, the Coordinated Housing Access (CHA) Hotline, connects people who are experiencing homelessness or are in a housing crisis to housing assistance as quickly and as equitably as possible. Community members with a housing need may call the hotline phone number or submit a form on the CHA website for follow-up. Trained and compassionate assessors on CHA staff listen intently, pinpoint immediate needs, and draw upon the resources within the county's homeless services system to find the right program fit.

The CHA assessment is finely tuned to match people with the precise level of support they require. Someone experiencing recent homelessness might find themselves directed towards a rapid re-housing program for short-term assistance. A long-term resident of the streets may be steered towards a permanent supportive housing solution. People are also guided to problem-solve and may receive other social services referrals including to physical and mental health programs.

This year the CHA Hotline was recognized with a 2024 Achievement Award from the National Association of Counties (NACo). The NACo Achievement Awards Program celebrates outstanding county government programs, which are judged on innovation and creativity, measurable results and effectiveness, and

enhanced level of citizen participation in, or the understanding of, government programs. CHA has conducted more than 27,366 housing assessments in the past three years.

The CHA Team is also working in concert with various other groups within the County to coordinate service systems. Collaborations include the Health and Housing Integration Team to prepare for the Medicaid 1115 Demonstration Waiver; coordination between the CHA Hotline Team and the Resource Navigation Team to stay apprised of ever-changing resources and update pathways to housing for participants; and jointly supporting participant needs with the County's Mental Health Crisis and Support Line and their Mobile Response Team.



Staff accept the 2024 NACo award

Housing Program Outcomes

The work of Supportive Housing Services is defined by the county's annual work plan, submitted to Metro in advance of the fiscal year for forward accountability. This year Clackamas County exceeded all quantitative goals. For full details please refer to Attachment A, Annual Work Plan Progress, and Attachment B, Housing and Services Outcomes.

Permanent Supportive Housing

Goal: 405 households placed

Actual: 412 households placed; 775 people

Permanent supportive housing (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 who are experiencing or at imminent risk of experiencing long-term or frequent episodes of literal homelessness.

The **412 households**² (775 people) placed into PSH this year were a combination of households added to Regional Long-term Rent Assistance program and households placed into project-based supportive housing units at sites like Good Shepherd Village, Las Flores, Mercy Greenbrae, and Renaissance Court.

The Regional Long-term Rent Assistance (RLRA) program has expanded each year since its launch. In its first year, 125 households received rental assistance through an RLRA voucher. In the second year, 296 households newly leased up using an RLRA voucher, and 97 additional households were placed in other permanent supportive housing units with SHS-funded services. This year, 358 households newly leased up using an RLRA voucher, and 54 additional households were placed in SHS-funded permanent supportive housing units. In three years, SHS has created 930 new PSH units in the county.

² A *household* is one or more persons living in a housing unit, such as a single adult, a couple, parent(s) with children, or caregiver and dependent.

At the beginning of SHS implementation, Clackamas County committed to place 1,065 households into permanent supportive housing, part of a tri-county regional goal to create 5,000 new permanent supportive housing units over the ten-year lifetime of the SHS measure. Three years in, the county is now within 150 placements of its 1,065-household commitment and is on track to surpass it in the coming months.

Dachea, pictured holding her dog, lives in permanent supportive housing with resident services funded by SHS. For months, Dachea tried on her own to secure caregiving services. Then, Bernadette, pictured left, intervened to assist with the laborious process of finding and hiring a caregiver.

After hiring Denise, pictured right, Dachea's health drastically improved. She was able to stop using an oxygen tank, and she recently started walking again. "I can't live without a caregiver. Denise gets groceries and takes me to the doctor, she does everything for me," Dachea says. "And we love Bernadette. She's the only one that came into my home and listened to me. She's always there when I need her."



Rapid Re-Housing/ Short-Term Rent Assistance

Goal: 120 households placed

Actual: 196 households placed; 472 people

Rapid re-housing (RRH) assists households who are recently or on the verge of homelessness. 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 re-housing 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.

FY 23-24 marks the first full year of rapid re-housing programming. After placing 19 households into rapid re-housing last fiscal year, the program quickly stood up, and the county served **196 households** (472 people) with rapid re-housing this year.

Homelessness/ Eviction Preventions

Goal: 625 households served

Actual: 1,228 households served; 2,679 people

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. SHS-funded eviction prevention programs kept **1,228 households** (2,679 people) in their own homes this year.

The county partners with Impact NW, Home Forward, 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 intervene with supportive services to prevent evictions or other loss of housing. 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.

This year the county's Housing and Community Development Division partnered with the county's Social Services Division to provide \$5M in SHS funding for rental assistance to households in the Metro jurisdictional boundary experiencing housing instability and at risk of losing their housing. Funds paid for rent and rent arrearages for households in need. Households facing eviction can also participate in landlord-tenant mediation through Clackamas County Children, Family, and Community Connections. Trained mediators facilitate conflict resolution, and for cases that involve non-payment notices, 88% resolved in mutual agreement and avoided eviction.



Rowena, an 81-year-old great-grandmother, had lived in her Milwaukie apartment for 44 years. When a conflict with her neighbor snowballed into a termination notice for alleged lease violations, Rowena turned to the county's Children, Family & Community Connections Resolution Services. Her property manager canceled the termination notice. Rowena reflected that county staff "really supported me and listened and helped me through some really tough times."

Ultimately Rowena decided to move to an apartment that was more affordable for her on her fixed income. Avoiding the termination allowed her the time to search for a new place without an eviction on her record. Through the county's rapid rehousing program, Rowena has a new place to call home.

Housing Retention Rates

Retention of Permanent Supportive Housing

Goal: 85%

Actual: 95.6%

Retention of Housing in Rapid Re-Housing and Short-term Rent Assistance Programs

Goal: 85%

Actual: 93.3%

Our housing services program boasted a housing retention rate of **over 93%** this year. This means that over 93% of formerly homeless families placed in housing have not returned to homelessness in 12 months. In permanent supportive housing programs, the retention rate was over 95%. The benchmark for successful housing retention is 85%, meaning that Clackamas County is well on its way to realizing a community where homelessness is rare, brief, and non-recurring.

Housing retention is calculated at 12 months after initial placement, and for people who have been in housing programs longer than a year, every 12 months thereafter. A high housing retention rate is indicative of the overall success of a housing services system in which the goal is to permanently end homelessness for people once moved into housing.

One factor in housing retention in the county is the success of our Supportive Housing Case Management programs, dedicated to ensuring participants remain in their housing long-term. Intensive, relationship-based, and trauma-informed one-on-one case management is focused on housing stabilization and lease compliance and is offered with highly flexible services tailored to meet the needs of each household.

Supported Shelter Units

Goal: 155 units

Actual: 210 units; 824 people

These **210 units** of shelter across the county comprise a variety of emergency and transitional shelter models, including hotels, villages, and pods. SHS resources sheltered **824 people** this year through seven shelter operator partners.

Everyone who enters these shelters is connected to services to find permanent housing, and many are also provided with rental assistance and case management to support long-term housing stability.

Many of these emergency and transitional shelter units are dedicated to supporting specific populations, such as families, veterans, survivors of domestic violence, and youth. This year the county also welcomed its first culturally specific shelter serving indigenous families: k^hwat yaka haws, *Auntie's Place* in the Chinook Wawa language, in Milwaukie.

Additionally, this year SHS funding supported inclement weather emergency shelters. The January 2024 ice storm activated the county's emergency response, outreach, and warming shelters. Funding was provided to The Father's Heart Street Ministry to support at-risk households who needed to move into emergency shelter during the severe weather to ensure their physical health. The inclement weather shelter units were also activated early in FY 24-25 for the July 2024 heat wave.



Staff working with The Father's Heart Street Ministry

COUNTY INFRASTRUCTURE AND CAPACITY BUILDING

Clackamas County made significant investments to expand its homeless services systems infrastructure throughout this past year.

Seventy units of emergency and transitional shelter were added through various new programs. Northwest Family Services' Foster Youth to Independence program assists youth experiencing homelessness to enter shelter and transition to permanent housing through short-term rental assistance or permanent supportive housing with case management. Native American Youth and Family Center (NAYA) opened its new shelter in Milwaukie, the first culturally specific shelter in the region serving indigenous families experiencing homelessness. The Father's Heart inclement weather shelter is activated during severe weather, serving as a warming shelter in freezing temperatures and a cooling shelter in excessive heat.

New permanent housing came online throughout the year as well. At Good Shepherd Village in Happy Valley, Catholic Charities of Oregon delivers resident services to all 142 new affordable apartment homes. Fifty-eight (58) of the units at Good Shepherd Village are designated as permanent supportive housing and are connected to supportive services and case management. On the former Marylhurst University campus, Mercy Greenbrae provides 100 new affordable homes to Lake Oswego. Forty (40) of the units at Mercy Greenbrae are permanent supportive housing units designated for households recently or at risk of homelessness, served by Mercy Housing. In Oregon City, the 171 new affordable apartment homes at Las Flores are set around a central green space. Seventeen (17) of the units at Las Flores are designated permanent supportive housing serving households exiting homelessness, with eight of those homes reserved specifically for formerly homeless veterans. Services at Las Flores are provided by Northwest Housing Alternatives. Construction of all three of these new housing developments were funded by the Metro Affordable Housing Bond.

Grand Openings



In addition to opening new housing units, the county significantly expanded service capacity for Supportive Housing Case Management (SHCM). The SHCM program is dedicated to ensuring participants remain in permanent housing long-term through intensive, relationship-based, and trauma-informed case management focused on housing stabilization and lease compliance. Responsive to individual household needs, highly flexible services can include a range of supports such as monthly planning to pay rent and utilities, relationship development with property management, connections to education and employment opportunities, problem solving and crisis management, and linkages to culturally specific and responsive services that help stabilize the whole family and support long-term success. Through contracts with twelve

SHCM providers, the county is able to serve nearly 1,000 households, enhancing housing stability with the goal of permanently ending their homelessness.

This year the county also invested SHS resources in new capital projects to expand capacity to serve more people. A large vacant building in downtown Oregon City is under renovation to become a service-enriched resource center. Once opened, the center will be a safe and welcoming space for people experiencing homelessness to access supportive services and address housing barriers. With dedicated on-site spaces for providers, resources will include the Coordinated Housing Access Hotline, connections to behavioral and physical health care, enrollment in public benefits, ID recovery, expungements, and meals.

The future Clackamas Village, a recovery-oriented transitional housing program, will be located next to the existing Veterans Village and follow a similar village model. Scheduled to open in 2025, Clackamas Village will be constructed of modular buildings with 24 individual housing units, shared kitchen space and bathrooms, and on-site offices for service delivery.

Improvements to Coordinated Entry

Clackamas County's coordinated entry system, the Coordinated Housing Access (CHA) Hotline, is critical to the success of our homeless and housing services network. Throughout this fiscal year, the County's CHA Team has been working to improve its processes in line with our Annual Work Plan goal.

Coalition of Communities of Color conducted focus groups with people of color to drive racial equity improvements, and the CHA Team has implemented the resulting recommendations; see Attachment A, Annual Work Plan Progress (Coordinated Housing Access Implemented Recommendations section), for full details of the various measures recommended and implemented through focus groups. Key accessibility improvements include increased access for people speaking other languages, as several CHA Team staff are bilingual/bicultural; live answering from 8am to 8pm, including weekends and holidays; and improved working relationships with community partners, including culturally specific organizations, so community members can access CHA with advocate support. The new and improved CHA assessment contains clear scripting, and evidence-based updates to assessment and prioritization have been implemented to meet equity goals. Additionally, the CHA Team works with coordinated entry counterparts across the tri-county region to streamline cross-county referrals and increase alignment.

The CHA Team expanded its capacity to serve in other ways, as well. The team has onboarded seven new assessors and invested time and resources training staff and incorporating as much diversion and housing problem solving as possible into the process. Throughout this year, the CHA Team facilitated three Housing First Response trainings, which emphasize using homelessness diversion as much as possible for clients experiencing housing insecurity. As a preventative and early intervention measure, homelessness diversion has an outsize impact on community homelessness, addressing housing insecurity before circumstances compound and result in homelessness. Each of the Housing First Response trainings hosted more than 30 frontline staff from community partners across the county.

In addition to these efforts, the CHA Team meets daily to stay informed about new resources, hear from community partners, and collaborate with inter-divisional programs. This ensures that when individuals in crisis call the hotline, they are connected to the most up-to-date and effective support available. Partnerships with organizations such as The Father's Heart Street Ministry, LoveOne, and Clackamas Women's Services are crucial, as they also conduct CHA Assessments and significantly contribute to the

high volume of assessments completed each week. Innovative work continues to ensure that everyone who needs an assessment receives one swiftly and with exceptional service. The CHA Team's guiding principle is to never end an assessment with "there's nothing we can do to help." We believe there is always something we can offer—whether it's connecting people to prevention programs, offering in-depth resource navigation, or even helping them find a support group or treatment center before the call ends.

CHA Team members also coordinated with the Data Team on an inactivity policy, increasing the accuracy of the By Name List and increasing the efficiency of referrals. The inactivity policy will be fully implemented in the upcoming fiscal year and prevent staff from losing time attempting to contact households no longer experiencing homelessness.

A new Resource Navigation program is now assisting people who are experiencing literal homelessness, fleeing DV, or in transitional housing programs. In the past, these individuals would not have been prioritized in the coordinated entry system. See the *Augmenting Programming* section for a detailed description of the Resource Navigation program.

The CHA Core Team, an advisory body working on continuous improvement of coordinated entry processes, began convening this year. Recruitment for the Core Team was intentionally conducted to result in the representation of groups disproportionately impacted by homelessness, including BIPOC individuals.³ The CORE Team is discussed in further detail in the *Expanding Stakeholder Engagement* section.

Data Capacity and Quality

Complete and accurate data in the county's Homeless Management Information System, or HMIS, is essential to understanding utilization and effectiveness of housing services, as well as ensuring the county's ability to track the changing size, composition, and dynamics of its population experiencing homelessness. In the beginning phases of SHS implementation, contracted service providers expressed challenges with entering data timely and completely, and organizations with staffing or turnover difficulties shared concerns regarding their data entry capacity.

To address this, the county's housing services Data Team organized ongoing technical assistance, starting with three listening sessions for all HMIS users this fiscal year. Providers shared input, identifying specific training topics, tools, and reports needed to support data quality. As a result, the county purchased the HMIS Learning Management System from Wellsky and created comprehensive, step-



Data quality interactive session for service providers

³ BIPOC stands for Black, Indigenous, and People of Color, and includes individuals who are Black, African American, or African, Hispanic or Latin(a)(o)(x), American Indian, Alaska Native, or Indigenous, Native Hawaiian or Pacific Islander, and Asian or Asian American.

by-step instructions for data entry workers on essential HMIS components like client profiles, program entries and exits, interim reviews, and case notes, all with clear narrative instructions alongside screenshots. Discussions from these listening sessions also guided presentation and training for future data and quality program meetings. Additionally, the Data Team received the support of new positions, including a full-time HMIS program analyst, to assist with enhancing HMIS data quality on an ongoing basis.

Built for Zero

Clackamas County joined the Built for Zero (BfZ) movement dedicated to measurably and equitably ending homelessness. BfZ is an evidence-based methodology led by the organization Community Solutions working to create a lasting end to homelessness. Over 100 communities across the country have joined, and 14 have achieved “functional zero” homelessness for at least one population, a milestone indicating that fewer people are experiencing homelessness than are routinely exiting homelessness at any given time.

In FY 23-24, Clackamas County’s Data Team conducted an Inflow and Outflow analysis using the Built for Zero methodology; see Attachment C, Populations Served, and Attachment D, Built for Zero Inflow and Outflow Analysis. Key findings highlighted that some people of color—Black, African American, Native Hawaiian, and Pacific Islander individuals—are exiting homelessness at rates higher than would be expected by their respective share of the population of people experiencing homelessness in the community. This suggests that new or expanded supports may be having a positive impact, warranting further analysis. Specifically, the increase in exits could reflect the availability of culturally specific resources or new program openings. Understanding whether these trends are directly tied to those resources will help assess their effectiveness and identify areas for ongoing improvement.

A more ambiguous finding is that people identifying as Indigenous and multi-racial are entering homelessness at a lower rate than statistically expected. This could indicate the success of our efforts to expand culturally specific services. Conversely, this could indicate we are not adequately accounting for these communities’ experience of newly entering homelessness, underscoring a need for enhanced, culturally responsive outreach to ensure equitable access to the system of care.

This year, the county also achieved the Quality Data standard set by Community Solutions for chronically homeless single adults, underscoring progress in using accurate, reliable data as the foundation of our homelessness response efforts.

Commitment to a Trauma-Informed, Participant-Centered System

To sustain this momentum and address areas for improvement, Clackamas County has implemented targeted adjustments to data workflows that center accountability, responsiveness, and participant care:

Inactivity Policy: This policy ensures that individuals on the By Name List remain engaged, prioritizing those ready to participate. By reducing inactive cases (those no longer experiencing homelessness in our community), we enhance the system’s responsiveness, ensuring resources are directed where they are most needed. Though the implementation of this policy, frontline staff can connect with people on the By Name List more efficiently when a housing opportunity opens.

Refined Referral Process and HMIS Work Instructions: Our updated procedures ensure vetted participants are matched with providers within five business days based on program eligibility and prioritization. Providers then have five business days to confirm participant interest in the program, housing location, and collaborative engagement, fostering a participant-centered approach to care. The goal is to reduce the time between housing program opening and participant enrollment to ten business days. Early in FY 24-25, the Data Team facilitated two 90-minute trainings on the new CHA Incoming Referral Procedure and Service Transactions, attended by 131 staff across the county.

Quarterly Contract Monitoring: To uphold system-wide accountability, these practices are embedded in quarterly monitoring processes, holding all partners responsible for timely and effective service delivery. Key indicators reviewed with service partners include data quality, timeliness, referral acceptance rate, referral acceptance time, and completion of annual assessments. This structured oversight ensures alignment with our shared goal of housing stability and care continuity.

Clackamas County's focus on refining policies and procedures is not merely about meeting data standards—it's about creating a responsive, compassionate system that respects the dignity and needs of those we serve. Our efforts are geared toward building a housing response system that not only meets benchmarks but prioritizes the well-being and voices of our participants, ensuring that no one is left behind.

Through these strategic enhancements, Clackamas County remains dedicated to advancing a data-driven, accountable, and trauma-informed approach to ending chronic homelessness, setting a benchmark for excellence in the region.



Terry is one person who has benefited from Clackamas County's SHS funding to Clackamas Women's Services (CWS), a local domestic violence organization and shelter. CWS receives SHS funding for emergency shelter, supportive housing case management, and housing navigation.

To escape her abuser, Terry had been sleeping outside. She then learned about the domestic violence organization through one of her family member's school counselor, who drove the family to the shelter. Terry and her family were really scared when they arrived, but CWS staff created a plan. Staff helped them apply for Regional Long-term Rent Assistance, complete paperwork, and look for a new, safe place to live. After staying several months at the shelter, Terry and her family moved into their new home.

"I don't think I ever felt more comfortable," said Terry of her time with CWS, where she found "some really good people that helped me deal with my emotions of what was going on with me during the abuse." Terry attended counseling that helped her come out of survival mode and feel safe, "and so now I'm doing really good."

Addressing Challenges

RLRA Transition

In the three years since SHS launched, Clackamas County has made 930 permanent housing placements using long-term rent assistance vouchers made possible by SHS funding. Clackamas County is projected to fulfill its share - 1,065 placements - of the regional permanent supportive housing goal in early FY 24-25. Regional Long-term Rent Assistance (RLRA) has supported most of the creation of new SHS-funded permanent supportive housing in the county and plays a critical role in providing ongoing stability and support to vulnerable households.

In these past three years, with this new system capacity, RLRA has resulted in sustained exits (outflow) from homelessness into housing. As Clackamas County fulfills its placement goal and the availability of new RLRA vouchers decreases, there is a risk of decreased outflow from homelessness. This is similar to the supply and demand challenges seen with other voucher programs, like federal vouchers. While achieving the RLRA goal is a huge milestone to celebrate, having the program at full capacity will mean longer wait times for households seeking to exit homelessness, including people on the By Name List who are Population A (extremely low-income, have one or more disabling conditions, and are experiencing or at imminent risk of experiencing long-term or frequent episodes of literal homelessness).

To address this challenge, the next phase of RLRA program development in Clackamas County will include investments in programs that help households gain the stability and self-sufficiency needed to move on from the program, thereby creating the opportunity to serve new households. In the interest of furthering our understanding of inflows and outflows in the system, the county's Data Team conducted a Built for Zero Inflow and Outflow Analysis; see Attachment D.

During this transition period, the focus is shifting from the rapid system ramp-up phase to a more strategic approach aimed at system stability and optimization. A trauma-informed approach to this system management and change is essential to prevent abrupt disruptions in support for individuals relying on these services, both in terms of the programs themselves and the organizational structure Clackamas County relies on to carry out the work. Strategic planning is now centered on achieving tangible system outcomes, while also balancing accessibility and sustainable service delivery. Efforts to ensure continuity and stability include a restructure of the Housing & Community Development Division's organizational chart and a continued focus on recruiting and retaining the critical staff needed to carry out the work. This includes adding new analysts, health and housing integration staff, and a dedicated equity and engagement coordinator.

Augmenting Programming

Resource Navigation

County staff developed two strategies to increase the efficiency with which individuals interacting with our homeless services system get connected to the support they need. The first is the development of a Resource Navigation program, which assists people interacting with the Coordinated Housing Access (CHA) Hotline. The new Resource Navigation program is the result of our work with Coalition of Communities of Color, who recommended identifying pathways to broaden assistance, without deprioritizing assistance for

people with histories of long-term, chronic homelessness. Combined with additional staff capacity on the CHA Team, Resource Navigation allows staff to allocate time to have in-depth conversations with people feeling alone and scared in their housing crisis, and to focus on problem-solving, identifying immediate, safe housing solutions through mediation, negotiation, or connecting people to community resources and support networks. Resource Navigation focuses on diversion from and rapid resolution of homelessness and expands our system service capacity to assist people who may not fall into the priority pool of highest acuity on our by name list. Staff have shared that this approach empowers people to navigate their housing challenges independently, as well as prevents or shortens the episode of homelessness, therefore decreasing impacts of trauma. In addition, the Resource Navigation program provides small amounts of funding for people needing limited or defined assistance, such as transportation to family support or an application fee for an apartment, all with the goal of quickly resolving or fully diverting folks from falling into homelessness to begin with.

Referral Refinement

The second strategy is the refined referral process, also discussed above in *Commitment to a Trauma-Informed, Participant-Centered System*. In addition to reducing the time between CHA Assessment, referral, and program enrollment, providers have received training with clarification in roles of the CHA Team and staff accepting referrals and enrolling participants, as well as clarified HMIS work instructions. This new referral process works from our By Name List, rather than individual program waiting lists, and was implemented early in FY 24-25 to create consistent prioritization of the most vulnerable households for permanent supportive housing. The aforementioned Inactivity Policy also augments the refined referral process, allowing staff to focus their efforts on households that are actively experiencing homelessness.

RLRA Orientation

This year we enhanced programming to better support incoming Regional Long-term Rent Assistance (RLRA) households by developing a new virtual voucher orientation. Currently, in-person and online group orientations are offered, which can be difficult for participants to attend alongside their case managers due to scheduling challenges. The group format also relies on verbal information delivery, which may not suit all learning styles, particularly for individuals with limited English proficiency or literacy skills. The new virtual orientation will provide concise, accessible information, allowing participants to revisit the material as needed



Staff sharing resources at an event for Good Shepherd Village residents

throughout their housing search. A virtual option offers flexibility for both clients and case managers to complete the orientation at a convenient time, eliminating delays caused by group sessions. And the orientation will now include details about navigation into housing and Supportive Housing Case Management, clarifying the roles of RLRA Occupancy Specialists and case managers, and emphasizing the importance of working with case managers to build skills and move toward self-sufficiency. Information on the Utility Payment Program will also be introduced early in the process. Efforts are underway to translate the orientation into Spanish, with plans to expand into other languages.

Utility Payment Program

This year the county introduced the Utility Payment Program to reduce eviction notices for participants. Many Regional Long-term Rent Assistance (RLRA) participants were struggling with paying their utility bills with their monthly utility check and were receiving notices and at risk of eviction. Lack of access to personal checking services and the additional cost of a money order; mobility challenges; developing money management and life skills; barriers to online banking access; and choosing between necessities or utilities were each observed as factors contributing to inconsistent utility bill payment. Through the voluntary Utility Payment Program, RLRA participants sign up to have their utility allowance checks sent directly to Clackamas County Money Management, which, in turn, pays the utility bills on their behalf. The streamlined utility payments are helping staff to be more efficient as well as preventing lease violation and eviction notices for residents opting into the program. There are currently 45 households enrolled in the program, with capacity to serve up to 300.



ASSIST activity at an outreach event

SSI/SSDI Application Assistance

Clackamas County piloted a contract with ASSIST, a local organization helping individuals with serious mental illness, physical/medical impairments, and/or those suffering from substance use disorders who are seeking treatment, to apply for Supplemental Security Income and Social Security Disability Insurance (SSI/SSDI). ASSIST offers non-attorney legal representation of individuals who cannot navigate the benefits application process on their own. Access to a stable income such as SSI/SSDI ensures housing stability and can help move participants toward self-sufficiency.

Self-sufficiency

Across permanent supportive housing programs, staff support housed participants' journeys to self-sufficiency. This year, the Program Team initiated a partnership with Clackamas County Workforce to help case managers and housing navigators connect housed participants with employment services. Programs like STEP (Training and Employment Program for individuals who have experienced homelessness or at risk of homelessness and who are receiving Supplemental Nutrition Assistance Program or SNAP food benefits) provide career counseling,

job placement, and training, alongside co-case management with Supportive Housing Case Management. The County's Behavioral Health Team also offers individual and group skills training, including health and wellness, dialectical behavioral therapy (DBT), and employment essentials. The team is developing a "DBT in the Workplace" group and collaborates with tri-county providers on the Supportive Employment Advisory Council.

At Renaissance Court Apartments, a peer support program empowers residents to advocate for their needs, promoting housing retention and self-sufficiency through practical assistance and community building. Meanwhile, the Housing Authority launched its first homeownership program, Home Savings, enrolling 25 families who receive monthly savings contributions toward home purchases. Early successes include financial education completion, debt reduction, and mortgage pre-qualifications, with staff collaborating with agencies to access the Community Land Trust model to make homeownership more affordable.

Individual programs have developed these pathways to self-sufficiency by tailoring resources to the needs of their housed participants. In FY24-25, as the County focuses on optimizing systems through contract performance monitoring, one key metric will be the number of households that successfully maintain their housing and increase their household income through initiatives such as benefit enrollment or workforce development.

Evaluation

Contract Performance

Over the past fiscal year, county staff collaboratively designed and implemented a contract check-in tool to facilitate data-driven, outcomes-based discussions with contracted providers. Key metrics tracked include contract fulfillment, individuals and households served, referral responsiveness, timely invoicing, spend-down rate, and data quality. Additionally, a staffing and caseload tracker was incorporated to assess capacity and staff development. The Program and Contracts Teams are using the tool during quarterly meetings with SHS partner agencies, fostering productive conversations around budgeting, spending, staffing, training, caseloads, and contract performance.

Service providers have responded positively to these discussions and additional structure. Looking ahead to FY 24-25, staff are working to streamline and automate the tool, making real-time updates available to partners for proactive performance monitoring. As SHS funding uncertainties emerge, data-informed dialogue and accountability tracking will become increasingly critical. A standardized tool across SHS programs will support consistent measurement of contract performance, including fiscal management, outcomes, and data quality, while also informing budget adjustment decisions.



Program Team staff

File Monitoring

Collaborative discussions around program standards have also led to important conversations regarding participant file management and documentation best practices. In response, the Program Team developed a file monitoring tool and has scheduled monitoring visits with partner agencies contracted for Navigation and Supportive Housing Case Management services, set to begin in FY 24-25. The primary goal of this initial monitoring phase is to gain insight into partner systems and file management practices, identify best practices, and highlight areas for improvement. The team aims to share effective practices across the provider network and offer technical assistance to ensure a consistently high standard of service delivery throughout the system.

Participant Surveys

In FY 24-25, the county will launch program participant surveys to identify systemic barriers and disparities, improve service delivery, and ensure equitable access to housing resources for all racial and ethnic groups. Two surveys will be implemented: one at the point of Coordinated Housing Access to assess experiences with Coordinated Entry, and another at Housing Retention to evaluate program participation. Surveys will be collected electronically and by telephone, in the participant's preferred language, through a third-party vendor. These surveys are part of ongoing efforts to prioritize systemic quality enhancements, incorporating the critical perspectives of participants as they engage with our system. This real-time feedback will enable us to make timely adjustments and drive meaningful quality improvements based on participant input.

Promoting Geographic Equity

In Clackamas County, an estimated one-fourth of our population lives in rural areas,⁴ while SHS funds are restricted for use within the Metro Urban Growth Boundary. We are committed to promoting geographic equity throughout Clackamas County and to leveraging funding to ensure it has the greatest impact. The influx of SHS funding within Metro's jurisdictional boundary is allowing the county to shift resources and fund new services in historically underserved rural areas. Thanks to County General Funds and the governor's Emergency Order 23-02, declaring a statewide emergency of homelessness, services such as eviction prevention, shelter, rapid re-housing, outreach, and navigation have been funded in rural Clackamas County. In FY 24-25, the County is launching the new Long Term Rental Assistance (LTRA) program through state funding, serving as a rural area counterpart to Regional Long-term Rent Assistance (RLRA). Funds have also been committed for continued rural outreach, shelter, eviction prevention, and rapid re-housing.

⁴ Data used to estimate the population of the rural areas of the county, with a range between 24% and 26%, derive from Blueprint Clackamas and the 2022 American Community Survey from the US Census Bureau.



*AntFarm is one community-based organization serving Clackamas County's rural areas.
Left, the Youth Action Board is pictured at a recruitment event.
Pictured right are housing staff at AntFarm.*

Clackamas County's City-led Initiatives are also increasing the geographical distribution of services. Funding was awarded to 11 submitting cities and 20 proposals, totaling \$7.2M over three years, including \$2.3M for rural initiatives in Canby, Estacada, Molalla, and Sandy. Examples of successful rural initiatives were funding for a community services officer in Sandy, funding for a behavioral health specialist in Molalla, and service-enriched centers in Estacada and Canby.

City-led initiatives represent a milestone in county-wide engagement to address homelessness. As the county embarks on its fourth year of SHS programming, planning and work is underway to develop a community-wide strategic plan to end homelessness, inclusive of SHS and all other county initiatives participating in this effort.

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 constructed 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. In FY 23-24, 115 units of SHS-funded permanent supportive housing units came online at three bond-funded projects: Good Shepherd Village, Las Flores, and Mercy Greenbrae.



Tukwila Springs

📍 Gladstone

Opened July 2022

All **48 units** at Tukwila Springs are designated as permanent supportive housing.

36 units are designated for long-term permanent supportive housing for older adults (age 50+) earning <30% AMI (Area Median Income).

12 units are 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

This **100-unit** affordable housing building is located at the TriMet Max Green Line, Fuller Road Station Park & Ride.

25 units are designated for permanent supportive housing. Services are provided by **Clackamas Women's Services**.

30 units are designated for households at or below 30% AMI. 70 units are designated for households at or below 60% AMI.

All **143 units** at Good Shepherd Village are supported by resident services, provided by **Catholic Charities**.

58 units are designated permanent supportive housing for households at or below 30% AMI. Services are provided by **Catholic Charities**.

38 units are designated for households at or below 60% AMI.



Good Shepherd Village

📍 Happy Valley

Opened October 2023

Las Flores is a **171-unit** complex set around a green space and designed as a publicly accessible park.

17 units are designated permanent supportive housing serving households exiting homelessness; eight of these homes are reserved for formerly homeless US military veterans. Services are provided by **Northwest Housing Alternatives**.

70 units are designated for households at or below 30% AMI.

101 units are designated for households at or below 60% AMI. 12 units are set aside for agricultural workers and field laborers.



Las Flores

📍 Oregon City

Opened December 2023



Mercy Greenbrae

📍 Lake Oswego

Opened May 2024

This 100-unit property in Lake Oswego is located on the former Marylhurst University campus. This is the first development in the Metro region to leverage project-based RLRA vouchers to create permanent supportive housing units.

40 units are designated for permanent supportive housing for households at or below 30% AMI. Services are provided by **Mercy Housing**.

60 units are designated for households at or below 60% AMI.



Hillside Park

📍 Milwaukie

Opening 2026

The first phase of Hillside Park redevelopment will create **275 new units** of amenity-rich affordable housing. 140 units will be supported with project-based Section 8 assistance. This property is being redeveloped in partnership with **Related Northwest** and the **Housing Authority of Clackamas County**.

21 units are designated for permanent supportive housing. 108 units are designated for households at or below 30% AMI. 32 units are designated for households at or below 50% AMI. 134 units are designated for households at or below 60% AMI.

Formerly known as Lake Grove, El Nido consists of **55 units**.

This property is being developed by Hacienda CDC with support from Metro, the Housing Authority of Clackamas County, and the City of Lake Oswego.

10 units are designated permanent supportive housing, with services provided by **New Narrative**.

20 units are designated for households at or below 30% AMI.
34 units are designated for households at or below 60% AMI.



El Nido

📍 Lake Oswego

Opening 2026

Formerly known as Wilsonville Transit Oriented Development, Vuela will be a mixed-use development with **121 affordable units**.

20 units are designated permanent supportive housing, with services provided by **Latino Network**.

40 units are designated for households at or below 30% AMI.
48 units are designated for households at or below 60% AMI.
32 units are designated for households at or below 80% AMI.



Vuela

📍 Wilsonville

Opening winter 2025-2026

ADVANCING RACIAL EQUITY

Clackamas County has centered racial equity throughout its implementation of Supportive Housing Services with a strong focus on reducing racial disparities in homelessness and enhancing access to services for Communities of Color. The SHS Local Implementation Plan firmly commits the county to implementing racial equity into all organizational functions and SHS service strategies to achieve positive housing and service outcomes for Communities of Color equal to or better than Non-Hispanic white household outcomes. Clackamas County is adhering to that commitment and serving Communities of Color in housing placements and homelessness preventions.

BIPOC Communities Served in FY 23-24 Housing Placements & Homelessness Preventions		
Permanent Supportive Housing	Rapid Re-Housing	Homelessness/ Eviction Prevention
41.7% of Placements	52.3% of Placements	36.8% of Preventions

Note: BIPOC stands for Black, Indigenous, and People of Color, and includes individuals who are Black, African American, or African, Hispanic or Latin(a)(o)(x), American Indian, Alaska Native, or Indigenous, Native Hawaiian or Pacific Islander, and Asian or Asian American.

Supporting Culturally Specific Organizations

Clackamas County invested SHS resources in six culturally specific organizations over the past fiscal year, a significant expansion from its single housing services contract with one culturally specific service partner pre-SHS. To strengthen operational capabilities and expand organizational capacity, the county contracted with four technical assistance firms and made technical assistance services available to culturally specific organizations first.

One culturally specific provider, IRCO (The Immigrant and Refugee Community Organization), received technical assistance with internal controls for invoicing and financial reporting, increasing workflow efficiency for translation and interpretation services, and identifying opportunities to increase digitization. Another culturally specific provider, Up and Over, invested their technical assistance in staff training focused on cultural humility, trauma-informed care, understanding the historical and systemic factors impacting marginalized communities, as well as organizational development, collaboration building, and strategic planning.

For further discussion of capacity building activities for culturally specific organizations, see the below *Capacity Building* section within *Provider Partnerships*.

Staff Engagement

One initiative that staff are working on is the development of a comprehensive equity, diversity, and inclusion training plan to promote an anti-racist, gender-affirming, and inclusive culture among the Housing Services Team and within the delivery of housing services throughout the county. The plan emphasizes in-person trainings and authentic, lived experience perspectives, to facilitate meaningful dialogue and practical application of equity in the workplace. This proactive approach strengthens the County's internal culture and

contributes to a housing services system that reflects the values of equity, diversity, and inclusion at every level.

Staff are also taking an active role with external collaboration to advance racial equity. Staff participation in the tri-county regional equity meetings with Multnomah and Washington counties has provided a venue for sharing best practices and insights and aligning SHS equity strategies across the region. Clackamas County also participates in national networking meetings with housing authority leaders and equity and inclusion practitioners nationwide to workshop key topics, further supporting the alignment of our local equity efforts with broad national initiatives.

This year staff from the Housing Services Team attended an equity and inclusion retreat facilitated by The Athena Group. Staff participated in discussions about the intersections of race and homelessness, learned about Oregon's history of racial exclusion and race-based displacement, and co-created norms for courageous conversations when discussing potential improvements to Coordinated Entry. Post-retreat, staff continued to engage in ongoing work with individual coaches from The Athena Group, where private, confidential space is conducive to learning about biases, systemic racism, and the history of racism in Clackamas County. Housing services staff also joined a Fair Housing Council of Oregon bus tour to explore local and state history of residential discrimination and segregation. Topics included redlining, urban renewal in the Albina neighborhood, the City of Vanport, the internment of Japanese Americans, and the long history of racially motivated hate crimes in the Portland area, which provided essential context for the ongoing and systemic challenges in advancing fair housing.

Prioritizing Racial Equity in Coordinated Housing Access

Throughout this fiscal year, the County's Coordinated Housing Access (CHA) Team has been working to improve its Coordinated Entry process in line with its Annual Work Plan goal. Coalition of Communities of Color conducted focus groups with people of color to drive racial equity improvements, and the CHA Team has implemented the resulting recommendations. See Attachment A for details on implementation of recommendations and the preceding *Improvements to Coordinated Entry* section.

Expanding Stakeholder Engagement

Current advisory bodies sharing feedback with county staff include the Continuum of Care Steering Committee (which also filled the role of advising on SHS implementation this fiscal year); the Multi Agency Coordination (MAC) group, established via the state's Emergency Order funding; the county Youth Action Board engaging youth with lived experience of homelessness; and the CHA Core Team, centering diverse voices, people with lived experience of homelessness, and frontline workers in the continuous improvement of the county's coordinated entry system.

While these various stakeholder groups are providing their capable oversight of programs as needed, none were founded with the explicit purpose of shaping SHS program delivery, and some have experienced recruitment and retention challenges. This year we embarked on the development of an expanded and comprehensive advisory structure to inform the county's homelessness response system, including SHS implementation, to include a *Community Homelessness Advisory Board* within Clackamas County's Advisory Boards and Commissions program, as well as a *Community Advisory Group* composed of a broad assembly

of stakeholders, such as homeless service providers, healthcare providers, law enforcement, the business community, school districts, partnering jurisdictions, non-profit organizations, and others.

Additionally, the MAC group has been a successful forum for coordination and has assisted the county in exceeding goals under the state Emergency Order. MAC group representatives were naturally extending their constructive dialogue to system-wide conversations, well beyond the implementation of Emergency Order funding and implementation. Given these results, the MAC group is envisioned as the nucleus for the new and expanded community advisory group.

Solicitation for contracted support and county processes for establishment of the new community advisory structure with a Board-appointed advisory council are underway. The new Community Homelessness Advisory Board and Community Advisory Group will be in place during the upcoming fiscal year.

The county also merged a previous housing services community meeting with an ongoing provider meeting, connecting community feedback more directly with community organizations doing this work. These monthly community meetings are now jointly convened by county staff and the Homeless Solutions Coalition of Clackamas County.

With consultant support, we also launched two stakeholder and community engagement processes to enhance two specific components of our homelessness response system: family homelessness and homelessness in rural Clackamas County. Consultant Social Finance engaged with providers and families with lived experience in bi-weekly work group meetings with family system providers and county staff to assess needs and develop recommendations to improve the county's response to family homelessness.

Consultant Focus Strategies conducted extensive engagement throughout the rural areas of the county and launched a lead planning group with the goal of developing a community plan for addressing housing insecurity and homelessness in rural Clackamas County. The historic investment of SHS programming within the Metro urban growth boundary has allowed the county to plan to reposition non-SHS funding resources to address rural service system needs.

CHA Core Team

The Coordinated Housing Access (CHA) Core Team, formed this fiscal year, is an advisory group of people with lived experience of homelessness and front-line staff among community partners. The purpose of the CHA Core Team is to formally guide continuous improvement to the county's coordinated entry system. Decision-making begins with feedback from community partners and is discussed among the CHA Core Team to form recommendations for final approval and implementation.

The CHA staff continued to work with external consultants to maintain a strong focus on racial equity in all decision-making processes. Intentional recruitment for the CHA Core Team resulted in strong representation of members who identify as BIPOC and members who have lived experience of homelessness and housing instability.



CHA staff at a resource event

CHA Core Team Membership		
82% identify as BIPOC or have lived experience of housing instability or homelessness	45% identify as BIPOC	73% have lived experience of housing instability or homelessness

Planned Core Team Focus Areas for FY 24-25 include enhancing the Housing Needs Assessment to better align with regional Coordinated Entry strategies, ensuring that the process is accessible and centered on the participant experience. This work will integrate insights from two previous reports—the 2019 Clackamas FUSE Report and the Coalition of Communities of Color 2023 analysis—building on the work to address local disparities, guiding quality improvements tailored to the unique needs of the county, and ultimately improving housing access for those most affected by systemic inequities.

CoC Steering Committee

This fiscal year, the Clackamas County Continuum of Care (CoC) Steering Committee was the decision-making and advisory body engaged for guidance regarding SHS funding.

CoC Steering Committee Membership		
29% identify as BIPOC or have lived experience of housing instability or homelessness	14% identify as BIPOC	29% have lived experience of housing instability or homelessness

In future years the focus of the CoC Steering Committee will return to federal funding priorities and performance measures. The aforementioned Community Homelessness Advisory Board and Community Advisory Group (see preceding *Expanding Stakeholder Engagement* section) will become the SHS advisory structure.

Youth Action Board

The Youth Action Board, which supports youth housing program design, implementation, and evaluation, engages community stakeholders at meetings, through outreach activities and by responding to community requests. Outreach and community feedback have shaped how Youth Action Board members intersect with professionals and develop relationships with community organizations.



Youth Action Board delivering a youth engagement presentation

Youth Action Board Membership		
91% identify as BIPOC or have lived experience of housing instability or homelessness	64% identify as BIPOC	81% have lived experience of housing instability or homelessness

For more discussion of the Youth Action Board, see the below *Youth Engagement* section within *Cross-Sector Alignment*.



Culturally specific service providers

Equity Analysis

Analysis of Housing Programs

Clackamas County's SHS Local Implementation Plan outlines our approach to the creation of a comprehensive and equitable response to the homelessness crisis through funding from the recently passed SHS Measure. Both the Measure and the Plan prioritize Communities of Color, with the Plan committing the county to achieving positive housing and service outcomes for Communities of Color to be equal to or better than Non-Hispanic white household outcomes. In September 2024, the county's Data Team conducted an equity analysis of programs funded by SHS. The purpose was to evaluate systemic strengths and gaps, focusing on areas where service delivery could be improved to ensure equitable representation of historically marginalized communities.

The analysis examined entry and exit data from SHS-funded programs, with a particular emphasis on Permanent Supportive Housing (PSH) and Rapid Re-Housing (RRH) programs. In addition, Clackamas County analyzed chronically homeless inflow data for FY 23-24 utilizing a report created for the Built for Zero initiative. The primary data source was the Homeless Management Information System (HMIS), covering individuals who accessed SHS services between July 1, 2023, and June 30, 2024. Demographic

data from this period was then compared to projected racial and ethnic distributions for people living in poverty, based on the 2022 American Community Survey (ACS) from the U.S. Census Bureau.⁵ Historically marginalized groups are often overrepresented in poverty statistics compared to the broader county population.

Statistical tests were applied to determine if any racial or ethnic groups were disproportionately represented in SHS or Built for Zero data compared to their expected distribution from census figures.⁶ While the ACS is a valuable resource, it is important to acknowledge that it carries a margin of error, particularly for historically marginalized populations.

The analysis identified several key findings regarding racial and ethnic representation in the delivery of homelessness assistance programs:

SHS Participants (PSH, RRH, Homelessness/ Eviction Prevention)

- More individuals who identify as Black or African American, American Indian/ Alaska Native, or Hispanic/ Latinx are enrolled in SHS programming than expected based on county-wide poverty statistics.
- Fewer individuals who identify as Asian and White alone are served by SHS programs than expected based on county-wide poverty statistics.

SHS Participants (Permanent Supportive Housing)

- More individuals who identify as Black or African American, American Indian/ Alaska Native, or Hispanic/ Latinx are enrolled in SHS PSH programs than expected based on county-wide poverty statistics.
- Fewer individuals who identify as Asian and White alone are served in SHS PSH programs than expected based on county-wide poverty statistics.

SHS Permanent Supportive Housing Retention (Participants Who Retained PSH)

- More individuals who identify as Black or African American, American Indian/ Alaska Native, or Hispanic/ Latinx retained housing in SHS PSH programs than expected based on county-wide poverty statistics.
- Fewer individuals who identify as Asian and White alone retained housing in SHS PSH programs than expected based on county-wide poverty statistics.

⁵ 2022 American Community Survey was the most recent available dataset.

⁶ Chi Squared Test ($p < .05$)

SHS Rapid Re-Housing Retention (Participants Who Retained RRH)

- More individuals who identify as Black or African American, American Indian/ Alaska Native, or Hispanic/ Latinx retained housing in SHS RRH programs than expected based on County-wide poverty statistics.
- Fewer individuals who identify as Asian and White alone retained housing in SHS RRH programs than expected based on County-wide poverty statistics.

Chronically Homeless Individuals (Built for Zero Inflow Analysis, FY 23-24)

- More individuals who identify as Black or African American or American Indian/ Alaska Native experienced chronic homelessness in Clackamas County than expected based on County-wide poverty statistics.
- Fewer individuals who identify as Hispanic/ Latinx, Asian, or White alone experienced chronic homelessness in Clackamas County than expected based on County-wide poverty statistics.

Discussion of Findings

The Local Implementation Plan highlighted that Black or African American and American Indian/Alaska Native participants were exiting to temporary housing at higher-than-expected rates, rather than securing permanent housing. In response to this disparity, several strategies were implemented within SHS programs to improve permanent housing outcomes for these groups. For example, Clackamas County has partnered with several culturally specific, community-based organizations to better serve historically marginalized communities.

According to this 2024 equity analysis, individuals identifying as Black or African American, Hispanic/ Latinx, and American Indian/ Alaska Native were consistently overrepresented in SHS programs relative to the county's poverty statistics. Likewise, these groups were disproportionately represented in permanent supportive housing placements funded by SHS, with placement rates in FY 23-24 exceeding their expected distribution based on census data.

Furthermore, in both Permanent Supportive Housing and Rapid Re-Housing programs, Black or African American, Hispanic/ Latinx, and American Indian/ Alaska Native participants were consistently overrepresented in housing retention data. This suggests that Clackamas County's continuum of housing services is effectively advancing equity by both enrolling and maintaining housing stability for Black, Indigenous, and people of color in the community.

This 2024 equity analysis also examined the demographics of individuals newly entering, or "inflowing" into chronic homelessness in the past year, using Built for Zero Inflow reports. The analysis highlighted that Black or African American and American Indian/ Alaska Native individuals were overrepresented in chronic homelessness inflow. However, Clackamas County is housing Black or African American and American Indian/ Alaska Native participants in SHS housing programs at similar or higher rates than they are entering chronic homelessness. Once entering permanent housing, Black or African American and American Indian/ Alaska Native PSH and RRH participants are retaining their housing at disproportionately higher rates than entering chronic homelessness. Additionally, Hispanic/ Latinx individuals were found to be

underrepresented in chronic homelessness inflow and overrepresented in both housing services and retention.

Together, these findings suggest the effectiveness of culturally specific and culturally responsive services across our housing continuum, from outreach and navigation through retention. These findings emphasize our ongoing commitment to advancing racial equity in SHS-funded housing programs, improving access for historically marginalized and underrepresented communities, and fulfilling our commitments outlined in the SHS Local Implementation Plan.

Strategies to Address Remaining Disparities and Gaps

Moving forward, Clackamas County is dedicated to addressing remaining disparities and gaps through several targeted strategies.

The county's Data Team, in collaboration with stakeholder and advisory groups such as the CHA Core Team, will investigate why individuals identifying as Asian remain underrepresented in housing programs compared to their proportion of the county's population. In addition, we will continue to support culturally specific providers serving Asian populations, such as IRCO, as they receive technical assistance to enhance service delivery to Asian and other communities of color. See the preceding *Supporting Culturally Specific Organizations* section for an expanded discussion of technical assistance and capacity building for culturally specific providers. We have also conducted a wage equity analysis, within which we compare staff compensation for culturally specific providers and non-culturally specific providers, and we will continue to ensure that staff of culturally specific providers are competitively paid. See the below *Analysis of Provider Compensation* and Attachment E, Equity Analysis, for further discussion.

In FY 24-25, the CHA Core Team's focus areas will include enhancing the Housing Needs Assessment to better align with regional coordinated entry strategies, ensuring accessibility, and centering participant experience. We are also sharing these equity analysis findings with the CHA Core Team to inform their continuous improvement efforts in the assessment and case conferencing processes.

In FY 23-24, we added an equity and engagement coordinator to the Housing Services Team. This new role is dedicated to promoting an anti-racist and gender-affirming culture throughout our housing and homeless services continuum. In the upcoming fiscal year, we will make on-demand and self-paced training available to service provider staff to support professional development and education on fair housing and racial equity within SHS-funded programs. We are also focused on embedding equity in regional landlord recruitment efforts, as well as adopting a regional equity lens tool, demonstrating our commitment to advance racial equity as a tri-county region.



B-Town OC, a community gathering for program participants where barbecue is served, music is played, and activities are organized for kids. Resident services staff play a key role in housing retention.

This upcoming fiscal year, the county is establishing a new housing and homelessness advisory structure, whose demographics will be representative of communities served by SHS. As the county navigates emerging funding uncertainties, this advisory structure will be essential to ensure that any necessary program adjustments do not disproportionately impact communities of color. Please see the preceding *Expanding Stakeholder Engagement* for further details on the forthcoming advisory structure.

The county recently executed another contract with The Athena Group, who provides equity and inclusion coaching and anti-racism training. In FY 24-25, The Athena Group will provide voluntary, one-on-one coaching for staff seeking personal and professional development in these areas, as well as facilitated training sessions for staff.

Clackamas County is firmly committed to advancing racial equity at all levels of housing and homelessness service delivery and will continue to demonstrate that commitment. Future analyses will continue to compare demographics of programs with updated Census data. In addition, we will review other data sources, such as the Point-in-Time Count, to gain a deeper understanding of demographic groups represented in chronic homelessness in the county, in furtherance of our efforts to improve access and housing outcomes for those most affected by historical and systemic inequities.

Analysis of Provider Compensation

Clackamas County conducted a staff demographics and pay equity survey for FY 23-24 SHS-funded program providers. Contracted organizations were requested to participate in an online survey to provide information on their staff demographics. The report analyzed various demographic factors, including race and ethnicity, gender identity, sexual orientation, veteran status, age group/generation, disability status, lived experience with homelessness, and languages spoken. In addition to the quantitative data, providers shared narratives detailing their internal efforts to enhance diversity, equity, and inclusion within their organizations. Providers were also requested to provide salary data, including the lowest, highest, and average pay levels for different job roles within their organizations. Some of the position classifications assessed for pay equity included administrative roles, management, executive leadership, and client-facing positions. See Attachment E, Equity Analysis, for survey results. See the below *Workforce and Wage Equity* section for a discussion of strategies to address disparities.

PROVIDER PARTNERSHIPS



Grand opening of NAYA shelter

In FY 23-24 Clackamas County continued to expand its community of service providers by contracting with six new community-based organizations, one of which is a culturally specific provider who supports Native American Families. These new contracts increase the total number of community-based organizations delivering SHS-funded services to 26 with a total contract value of \$33.6M, six of which are culturally specific with a total contract value of \$5.6M. These newly contracted organizations support a new Native American family shelter, new permanent supportive housing programming, the Coordinated Housing Access system, Social

Security benefits recovery and more. A full list of all contracted service providers, including a breakdown of new and culturally specific providers, is available in Attachment G, Service Provider Contract Overview.

Procurement

To steward SHS funding through an equitable and transparent process, the Housing and Community Development Division 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.

Expanding Partnerships

The county successfully expanded its partnerships this year through a variety of methods. Within existing partnerships, some providers added new service components via contract amendments. For example, Northwest Family Services, an existing provider, added new youth programs with emergency shelter, rapid re-housing, and permanent supportive housing components. An amended contract with Clackamas Women's Services expanded their existing supportive housing case management capacity as well as added new rapid re-housing services. Additionally, the county expanded its partnerships with culturally specific providers by partnering with the Native American Youth and Family Center to open the region's first Native American family shelter.

In working to improve coordination and collaboration, increase geographical distribution of services, and support local leaders in tailoring approaches to addressing housing insecurity and homelessness that best suit their communities, Clackamas County released a Notice of Funding Opportunity (NOFO) for city-led homelessness initiatives. The NOFO was intended to spur creativity and innovation at the city level, empowering local leaders to supplement the often highly effective but under resourced local efforts to meet the needs of very low-income households in their cities. Funding was awarded to 11 cities for 20 proposals totaling approximately \$7.2M over three years. \$4.9M for urban initiatives (Gladstone, Happy Valley, Lake Oswego, Milwaukie, West Linn, Wilsonville, and Oregon City) is funded through SHS, and \$2.3M for rural initiatives (Canby, Estacada, Molalla, and Sandy) is funded through other sources. Funded initiatives range from food pantries to motel vouchers to job connections, to name a few out of the twenty.



11 cities were awarded through the City-led Initiatives NOFO

This fiscal year the county issued two new program offers in furtherance of health and housing integration. The first sought proposals for four new housing navigators/case managers serving people eligible for aging, disability, and behavioral health programs. The second program offer sought proposals to deliver housing services in sequence with defined *Health Related Social Needs* services, including rent and utility assistance, tenancy supports, home modification, and home remediation.

The County has also begun investing a significant portion of its SHS carryover balance into the construction of new built infrastructure. This fiscal year the county conducted procurements and made initial investments into the construction of its first projects: the Oregon City Resource Center and Clackamas Village. Additional projects will begin in FY 24-25. This new built infrastructure provides multiple opportunities to expand partnerships with service providers as new programming will be initiated and some sites such as the Resource Center will function as a centralized resource several providers can utilize. See the preceding *County Infrastructure and Capacity Building* section for more information about upcoming infrastructure.

Provider Capacity Building

In FY 23-24 Clackamas County supported capacity building efforts for our contracted service providers through a series of initiatives:

Capacity Building Allocations: This year the county added \$1.9M to five service providers' budgets to support internal capacity building. Capacity building allocations are limited-term investments dedicated to enhancing a service provider's internal operations and sustainability as a provider in our community. This funding supported activities such as repairs and renovations for an aging emergency shelter supporting Latina survivors of domestic violence, creating a culturally appropriate environment at a Native American family shelter, and behavioral health support for case managers to help improve staff wellbeing and

retention. Of these capacity building allocations, \$534,000 was provided to two culturally specific providers and one culturally responsive program to further develop their operations.

Technical Assistance: Over the last three years Clackamas County's homeless services system of care has grown larger and faster than ever before in county history. To support the immense growth our system and contracted service providers have experienced over the last few years, the county contracted with four organizations to provide external technical assistance for our service providers. An allocation of \$1.0M per year supports our service providers in developing and improving their operations for human resources, fiscal business services, strategic planning, program design and implementation, and policies and procedures. These services have been utilized by four service providers, two of which are culturally specific. Contracted service providers will have access to technical assistance services through the end of FY 26-27.

Training: Each year county staff lead a series of different trainings and presentations to support the development of contracted service provider staff, share best practices, and ensure consistent practices are utilized throughout the housing services system.

Housing First Response: Housing First Response training is held multiple times each year. In FY 23-24 our staff provided three trainings which were attended by case managers from 21 organizations. Housing First Response trainings offer an overview of how the county's Coordinated Housing Access system works, diversion training on how to support people experiencing a housing crisis, and solutions to language and cultural barriers many program participants face.

Housing Services Program Trainings: Throughout the fiscal year the housing services Program Team hosted 27 individual trainings and presentations covering a plethora of topics with attendees from dozens of organizations. Topics included landlord-tenant mediation, severe weather preparation and procedures, working with survivors of domestic violence, de-escalation training, and much more.



Provider training

Homeless Management Information System Training: Four large-scale SHS provider training sessions were held throughout the fiscal year, and individualized training was made available throughout the year on an as-needed basis. Two trainings focused on improving data quality by teaching best practices for entering service transactions, managing sexual orientation and gender identity data, and more. The other two sessions taught staff how to enter coordinated entry referrals and their subsequent service transactions. Staff from 26 organizations attended these larger trainings, and three of the four saw record attendance of over 100 attendees each.

Equitable Service Delivery

The Data Team facilitated a Sexual Orientation and Gender Identity training to HMIS case managers during a regular data quality meeting, focusing on frontline staff involved in data entry and client interactions.

Approximately 127 attendees from 26 organizations participated. The training covered terms used in HMIS, including bisexual, cisgender, culturally specific identity, gay, gender, heterosexual, lesbian, non-binary, questioning, and transgender, as well as distinctions between gender identity and expression, sex assigned at birth, and physical versus emotional attraction. The importance of asking questions to collect accurate data was emphasized, highlighting how a supportive environment builds trust with clients, normalizes diverse identities, and helps connect clients to needed resources. Additionally, this data informs whether new programs are required and helps identify and address inequities across the county. Trauma-informed interviewing techniques were also discussed, with a focus on handling negative reactions to questions.

Housing First Response trainings, discussed summarily in the above *Provider Capacity Building* section, also offers an interactive demonstration lead by Northwest Family Services to highlight the importance of offering services in an individual's preferred language. The group explores how language, including jargon, colloquialisms, and acronyms, as well as technology, can serve as a barrier to accessing services and participating in programs. In group discussions this year, trainees have reflected on the importance of translation services and having written material translated in a way that accurately conveys meaning.

The Program Team is also working to ensure equitable service delivery through culturally responsive policies, standards, and technical assistance. New workgroups have been formed to involve provider input in creating policies and protocols that support both participants and staff. The workgroups are currently developing an action plan policy, a behavior/conduct policy using principles of restorative justice, and an end-of-service protocol for non-engagement. Culturally specific agencies are represented in each workgroup. The Program Team has also established a case conferencing system to offer community support for partner challenges. To enhance technical support, provider feedback is being solicited to prioritize training topics, and open office hours have been introduced.

Additional work ensuring the development of an anti-racist, gender-affirming housing services system is discussed in these preceding sections: *Expanding Stakeholder Engagement*, particularly in the establishment of the new CHA Core Team; *Improvements to Coordinated Entry*; *Supporting Culturally Specific Organizations*; and the *Capacity Building* section within *Advancing Racial Equity*.

Contract Administration

With 26 contracted service providers, Clackamas County is continuously seeking to enhance the efficiency of our contract administration processes. Two challenges that service providers have consistently faced since the beginning of SHS implementation have been invoice submission delays and adequately spending down contracted budgets. Providers commonly submitted multiple months of invoices late and all at once, which slowed the payments process and, in some cases, delayed diagnosis of programmatic issues usually identified through normal invoice review processes. Additionally, excessive remaining funds in contracts also deferred program development and increased annual carryover amount.

To remedy this, in FY 23-24 the county implemented a new invoicing workbook tool to assist providers and county program staff in monitoring and analyzing each provider's invoices and budget spend-down over the course of the fiscal year. Staff from both service providers and the county can access the contract budget, spend-down tracker, summary of services, and every invoice for the fiscal year, all in one file. Because the workbook is automated, the service provider only needs to enter in their actual expenditures monthly, and

the spend-down of the contract's budget is automatically calculated, flagging any overspending in individual line items. This new tool has greatly assisted our smaller organizations in tracking and managing their contract's spend-down and aids our contract review and management process by facilitating quick and easy analysis of a provider's spending. The new workbook has also facilitated timely financial reporting as well as invoice processing; this year 82% of all invoices were processed within 30 days of receipt.

This year county staff also implemented a new contract management check-in tool to support contract oversight and performance management. Additional information can be found in the preceding *Contract Performance* section within *Evaluation*.

Workforce and Wage Equity

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 have repeatedly encouraged providers to increase proposed wages before finalizing contracts. County staff conduct reviews of wages across all SHS contracts to determine pay ranges for specific classifications (shelter staff, navigation staff, housing retention case managers, supervisors/leads, managers, and directors) and use this data to inform contract negotiations. Throughout this fiscal year we utilized contract negotiations to encourage our service partners to increase compensation to competitive rates.

We have found that paying living wages has made significant difference in service partners' recruitment and retention, and in turn, contract performance. We also continued to allocate funding for mental health support services when requested by service providers for treatment of vicarious trauma for general emotional and psychological support for frontline staff. In conducting an assessment pursuant to a Tri-County Planning Body goal regarding wage equity, an external consultant found that one of the major barriers identified by community-based organizations was the cash flow pressure resulting from the reimbursement-based contract payment model typical of government agreements. In response, this fiscal year we developed a new approach, offering to all contracted service delivery partners a two month advance of their annual budget, with a fourth quarter reconciliation at



LoveOne staff at a laundry outreach event

the end of the fiscal year. This will now ensure that in FY 24-25 and beyond, service providers will have sufficient resources available to support their operations while they await reimbursement each month.

Clackamas County is also engaging with Metro, Multnomah County, and Washington County to identify regional strategies to enhance employee recruitment and retention for SHS service providers throughout the region. Potential approaches include regional technical assistance, capacity building grants, and updating contracting practices. Evaluation and development of regional strategies to enhance recruitment and retention is one focus area of the upcoming fiscal year.

Clackamas County conducted a wage equity analysis for FY 23-24 SHS contracted programs. The evaluation process focused on two domains: (1) staff demographic data, and (2) pay equity. 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.

CROSS-SECTOR ALIGNMENT

Health and Housing Integration

Health and housing systems staff on the county's Housing Services Team are currently working on the forthcoming implementation of the Medicaid 1115 Demonstration Waiver and a new medical respite program. See the below *Regional Coordination: Health and Housing Integration* section for more details. Additionally, the county is working to expand access to housing for specific populations—people 65 and older, people with disabilities, and people with behavioral health needs—through the establishment of four new housing navigators/case managers.

Breaking ground in its outreach efforts, this fiscal year the county executed a new agreement for a pilot community paramedic program. This partnership between the Housing and Community Development and Public Health Divisions equips a licensed healthcare provider to engage directly with individuals experiencing homelessness at camps, shelters, and areas of known congregation. Outreach services will include basic medical evaluation, treatment, vaccination opportunities, addiction education, and referrals to Coordinated Entry and community resources. This pilot program builds on lessons learned from a nationally recognized initiative called Project Hope, which focused on support and recovery for community members who received medical treatment after overdose. The new community paramedic in Clackamas County combines coordinated outreach, basic medical treatment, and close partnership with Coordinated Housing Access. The community paramedic recruitment was recently filled and has joined county staff for FY 24-25.

SHS also directly funds two behavioral health case managers in the county's Health Centers Division. The case managers 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 housing programs, and provide case management for participants who require significant behavioral health support.

In FY 23-24, the behavioral health case managers received 98 referrals, all of whom experienced severe and persistent mental illness that had been exacerbated by homelessness or insecure housing. 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.

Within the Behavioral Health Division, the Behavioral Health Housing Retention Team provides essential case management and care coordination services for those in housing programs. The team ensures that people with mental health and addiction issues receive the support needed to maintain stable housing. Through a partnership between the Behavioral Health Division and service provider Cascadia Behavioral Health, SHS funds a peer support and community engagement program for residents of Renaissance Court Apartments in Wilsonville. This initiative fosters a sense of belonging and well-being for residents.



Youth Action Board

Youth Engagement

The Clackamas County Youth Action Board (YAB) engages youth with lived experience to help end youth homelessness in the county. To advance community goals for the Youth Housing Continuum, this year YAB established three workgroups—Data, Equity, and Innovation Workgroups—in collaboration with Youth Housing Demonstration Program, SHS partners, and the county's Social Services Division. The Youth Housing Data Workgroup is working to raise awareness for the 2025 Point-in-Time Count among youth actively experiencing homelessness, as well as developing a survey for youth participants' experience with

housing programs. The Youth Housing Equity Workgroup, co-facilitated by a young adult with lived experience, is drafting surveys to assess the Youth Housing Continuum's effectiveness in serving special populations, including LGBTQIA+ youth, youth of color, minors, and youth with mental health or substance abuse challenges, among others. The Youth Housing Innovation Workgroup, facilitated in partnership with Second Home, is compiling a Youth Housing Rights and Resources and recently organized a presentation on Direct Cash Transfer Programs.

This fiscal year, YAB shared a Youth Engagement Presentation with the county's Health, Housing, and Human Services executive leadership team. The training empowered the YAB members to learn to communicate their needs professionally and hold space with adult partners effectively. YAB is currently working with the Oregon Drug and Alcohol Policy Commission, providing insights on the Commission's recommendations related to youth substance use disorder care. These recommendations include defining care standards, requiring state agencies to adopt them, and designing training programs for professionals.

Job Training and Employment

Job training and employment services play a crucial role in helping participants achieve housing stability. This fiscal year Program Team staff initiated a partnership with Clackamas County Workforce and the workforce program in the County's Children, Family, and Community Connections (CFCC) Division to help case managers and housing navigators familiarize with the programs and processes to connect housed participants to employment services. Staff are also meeting with partners to identify additional methods to address barriers to employment, such as extended time outside the workforce. These collaborations are intended to equip case managers with the tools to help participants voluntarily graduate from Supportive Housing Case Management if they are able and ready to enter or re-enter the workforce. Case managers follow a graduation protocol to identify households who are managing their finances independently, have attained housing stability, and are voluntarily choosing to graduate from Supportive Housing Case Management services.

Additionally, CFCC's STEP (Training and Employment Program for individuals who have experienced homelessness or at risk of homelessness and who are receiving Supplemental Nutrition Assistance Program or SNAP food benefits) provides employment and training services to participants housed through RLRA and other SHS programs. In addition to individual career counseling, resume preparation, job placement, and work skills training, the program provides co-case management with Supportive Housing Case Management.

Housing case managers on the County's Behavioral Health team also offer individual and group skills training to teach and encourage self-sufficiency, including health and wellness, dialectical behavioral therapy (DBT), and employment and education essentials. The team is currently developing a "DBT in the Workplace" group, as well. As staff have observed significant



Planting seeds in a community garden

crossover and interconnection between housing and employment needs for their clients, the Behavioral Health team also collaborates with tri-county providers, partners, and businesses on the Supportive Employment Advisory Council.

REGIONAL COORDINATION

No one person, organization, or county can solve the homelessness crisis alone—it will take all of us working in close coordination to address homelessness across the region. Over the past year Clackamas, Multnomah, and Washington counties continued to work closely together, in partnership with Metro, to advance shared objectives. This collaboration took place through the Tri-County Planning Body, collaborative administrative projects, and special initiatives such as Built for Zero. In addition, regular leadership conversations and jurisdictional work groups elevated lessons learned across programs and promoted common approaches. Below is a summary of key elements of our regional collaboration over the last year.

Tri-County Planning Body

To strengthen coordination and alignment of program implementation across the Metro region, the Tri-County Planning Body (TCPB) – the leadership body that defines the regional priorities for SHS implementation – has identified six regional goals, strategies, and outcome metrics to address homelessness. In FY 23-24 the TCPB made progress toward these goals by approving Regional Implementation Fund (RIF) expenditures based on implementation plans developed by the three counties and Metro. The TCPB approved the first implementation plan in March of 2024, directing \$8M to support a menu of interventions to increase participation from landlords in rehousing programs, including outreach materials, additional policy workgroup spaces and studies, pilot approaches, and the Risk Mitigation Program. The TCPB is expected to approve additional implementation plans in 2024.

Health and Housing Integration

In alignment with the TCPB's goal to create system alignment and increase long-term partnerships, the Regional Implementation Fund (RIF) is currently being utilized to invest in staff supporting health and housing system integration and regional coordination. These positions are supporting Medicaid 1115 Demonstration Waiver coordination and implementation, partnerships with Coordinated Care Organizations and health care partners, and the establishment of regionalized best practices for housing and health care integration.

The Medicaid 1115 Demonstration Waiver represents an opportunity for Medicaid dollars to pay for certain Health-Related Social Needs (HRSN), since food insecurity, housing instability, unemployment, and lack of reliable transportation can significantly contribute to poor health outcomes. This past year Clackamas, Washington, and Multnomah counties began work with Trillium and Health Share to establish network hubs, which will allow counties to receive referrals for HRSN housing services, including up to six months of rent and utilities assistance, home modification and remediation, and tenancy support through case management. Counties will help create housing plans, provide technical assistance, sequence services, and manage the provider network.

To further support system alignment the three counties also worked toward expanding medical respite programming in the region through a grant partnership with Kaiser Permanente. Too often, people experiencing homelessness encounter barriers to health recovery after hospitalization as they attempt to recuperate without housing stability. Medical respite provides a safe, stepped-down level of care upon discharge. Such programs have demonstrated improved health outcomes, greater service connectivity, and cost savings for hospitals. Through the grant the counties are also able to participate in the National Institute on Medical Respite cohort, designed to provide support for building, maintaining, and improving medical respite programs.

The counties are also in collaboration to better coordinate services with long-term support partners for improved behavioral health outcomes. To this end, Washington County has established population-specific liaisons, such as a housing case manager who works with people over the age of 65 and/or are connected to disability services, and Clackamas County has used this model to develop and issue a program offer for similar services. Clackamas County staff are standing up a behavioral health intervention team at fixed-site supportive housing programs to help stabilize participants to be able to retain their housing, and sharing ideas and best practices regarding this work.

Washington County also led efforts in the tri-county region to stand up case conferencing with health plan partners and nationwide consultants. Based on this foundation, Clackamas County established a Health and Housing Case Conferencing Pilot in March 2024. Regular participants of case conferencing include Health Share, Trillium, behavioral health partners, peer supports, and plan partners. Clackamas, Washington, and Multnomah Counties will continue to work together to help establish and improve these practices regionally.

Collaborative Administrative Projects

Request for Qualifications (RFQu) Process

In FY 2024 Metro led a four-jurisdictional effort to create a pre-approved list of contractors that can provide Training and Technical Assistance. Staff from all jurisdictions worked together to craft a procurement opportunity that yielded a list of 67 qualified providers. Providers qualified in 15 different areas of expertise, ranging from racial equity and social justice to unit inspection. This large pool of subject matter experts is now readily available to support capacity building across the region.

Homeless Management Information System

In March 2024, Multnomah County officially became the central administrator of the region's Homeless Management Information System (HMIS). To facilitate this transition, the region's data teams coordinated closely to regionalize HMIS policies and procedures and update intergovernmental agreements. This robust coordination is memorialized in a regional HMIS governance structure that is still taking shape.

One of two HMIS governance bodies are currently in operation. The Regional HMIS Council, a body responsible for overall vision, strategic direction and governance, is yet to be formed. However, the Technical Change Control Board (TCCB) has been operational since April 2024 and meets monthly to advance key activities. The TCCB consists of a representative from each county, the primary system administrator, and a representative from the Domestic Violence Comp Site. This coordination has allowed us to set and move forward with regional priorities, such as procuring a new HMIS system, merging

duplicate entries, and establishing an HMIS regional Data Mart. The Data Mart has given us the opportunity to improve data access, quality, and reporting efforts across the region. It incorporates regional HMIS data and is accessible to regional partners for further development to match their needs.

Data Collaboration

In addition to the coordination that occurs as part of the new HMIS tri-county governance structure, the data teams in each county meet on a monthly basis to exchange information, discuss best practices for project structure and resource allocation, and coordinate around all things pertaining to SHS. In addition to this monthly meeting, a larger group of analysts from each county meet on a monthly basis to exchange information about metric operationalization and other topics related to their roles as analysts. This group also discusses potential alignment with respect to SHS topics and learns best practices around other aspects of work such as Regional Long-Term Rent Assistance (RLRA) quality control in HMIS. The data teams consistently collaborate across the three jurisdictions, with support from Metro and external consultants, on key projects like the Medicaid 1115 Waiver expansion.

Regional Long-Term Rent Assistance Workgroup

The Regional Long-Term Rent Assistance (RLRA) workgroup was created at the beginning of the SHS measure with the intention of streamlining the administration of the RLRA program for the region. Initial meetings brought representatives from each county's Public Housing Agency together to create regional policies and processes for administering the program, which includes uniform application packets and landlord documents. These foundational documents and conversations have supported the evolution of the program and set universal standards aimed to decrease barriers for folks administering and accessing the services across the region.

Over the first three years of SHS implementation, this workgroup has broadened their focus to address ongoing revisions to program policies, evaluate regional RLRA data to identify similarities and differences between the counties, troubleshoot challenges in administering rent assistance, and explore opportunities for peer learning. Notably, a core function of the workgroup is to discuss and recommend programmatic improvements for the counties to assess and implement. Additionally, in an effort to simplify the transfer process and limit undue stress from having to navigate different systems, the workgroup created deliberate space to review and discuss specific cross-county transfer requests for when a household participating in the



RLRA landlord recruitment in Clackamas County

RLRA program wants to move to a neighboring county. Other work products included updating intake forms to reflect changes to inspections, demographic categories, and clarified rights and responsibilities as part of ongoing maintenance of the program.

As the RLRA workgroup continues their work into year four of SHS implementation, the counties remain grounded in the SHS mission of supporting folks in moving out of homelessness into housing across the region through the shared commitment of providing efficient and equitable delivery of the RLRA program.

Special Initiatives

Built for Zero Collaboration

In the third year of Built for Zero (BfZ), Clackamas, Multnomah, and Washington counties met monthly to collaborate, share progress, and learn from each other's case conferencing sessions to strengthen our regional approach to ending homelessness. The counties focused on enhancing leadership involvement, aligning on common goals, and using accurate data to guide our efforts. We are also improving our ability to implement new strategies and drive change.

Point-in-Time Count (PIT)

The three counties worked in unison to launch their Point-in-Time (PIT) counts in 2023 and continued that collaboration again for a sheltered count that was completed in 2024. Through our combined efforts, all three jurisdictions have prioritized advancements to achieve a more accurate count. This collaboration continues as all three jurisdictions are in regular planning meetings to prepare for the January 2025 sheltered and unsheltered PIT count.

FINANCIAL OVERVIEW

This fiscal year SHS funds continued to support the implementation of the largest expansion of housing services in Clackamas County's history. SHS funding supports programming with 26 community-based organizations, providing services throughout our system from eviction prevention to permanent supportive housing. This year the county also began using SHS to fund the construction of new built infrastructure which will support new programming for years to come. Annual spending has continued to increase exponentially, tripling in just one year from \$18M in FY 2022-23 to \$54M in FY 23-24. As we enter FY 24-25, Clackamas County's SHS budget is now fully committed to housing and homeless services programming to support our most vulnerable neighbors.

Clackamas County's FY 23-24 Annual Financial Report, which includes a spend-down analysis and a breakdown of expenditures by Population, is available in Attachment I.

Carryover Funding

This fiscal year, Clackamas County began to utilize carryover funding, accumulated from FY 21-22 and FY 22-23 as SHS-funded programs were launching and expenditures were lower than revenue. Now that nearly

all SHS-funded programs are fully operational, the county began utilizing its carryover funds to invest in five priority areas:

- **Regional Strategies:** Carryover funding supported landlord recruitment and retention through the Risk Mitigation Program and the county's first dedicated Health-Housing Integration Team. This team has begun working with local partners to implement various programs supporting medical respite, health related social needs, behavioral health, and health-housing case conferencing.
- **Expanding System Capacity:** Expansion of our continuum of services has been a priority use of carryover funds throughout FY 23-24. This year funds were used to support capacity building allocations and provide professional technical assistance in areas such as accounting and human resources for our contracted services providers. Additionally, investments were made to expand the capacity of the county's coordinated entry system and to expand outreach contracts to enhance the effectiveness of the system's front-end services.
- **Upstream Investment:** Investments were made to support additional front-end capacity to assist people experiencing housing instability before they enter homelessness or shortly after they enter homelessness. Carryover funding supported a landlord-tenant mediation eviction prevention program, a community paramedic, a money management pilot program for people enrolled in RLRA, and a social security benefits recovery pilot program.
- **Short-term Rent Assistance:** A limited-term eviction prevention program assists households with incomes below 80% of the area median income with rent payments for up to three months. In FY 23-24 this program prevented evictions for 454 people.
- **Capital Needs:** This year the county made its first investments into new capital infrastructure which will support additional programming in the coming years. Initial investments were made to start construction of the Oregon City resource center, which will consolidate and centralize homeless services resources for people seeking housing assistance, as well as construction of Clackamas Village, a 24-unit transitional shelter development.



Renderings of upcoming capital projects: left, the resource center in Oregon City; right, Clackamas Village

Spend-down

In FY 23-24 Clackamas County spent 61% of its adopted program budget, just 4% below its goal for the year. The annual program spend-down will continue to increase year over year as the county reached a budgetary milestone this year: 100% of the county's SHS funding has been committed to new or upcoming programming, so there are no unutilized resources remaining. Because of this milestone, programmatic spending will continue to significantly increase each year, and the county will soon stop accruing carryover funds from underspending.

Actual expenditures fell below our budget for built infrastructure. This is a result of the typical nature of capital projects which require an immense amount of work and coordination to begin and complete. While the county did not spend 100% of its budget in this area, two key projects, the Oregon City resource center and Clackamas Village, are now well underway. In FY 24-25 the county will initiate additional construction projects with existing carryover funds to continue investing into the long-term health and capacity of our housing services system.

Sherry faced significant challenges, including homelessness and a serious back injury sustained in a car accident. Through the Coordinated Housing Access (CHA) Hotline, she was able to access vital resources, ultimately securing permanent housing.

"I called CHA, and they helped me right away," said Sherry. "Eric from CHA called me every day for 30 days. Then he called me once a week even after I moved into my apartment to make sure I was ok. I like it here. It's by a school, by stores, a huge backyard. Eric also got me a case manager," she said.

Joanna Jones is Sherry's case manager through Clackamas County. "It feels really good to see someone transform and get settled in and happy and feeling safe every night," said Joanna. "I know how it is because I've been there."

"Without Joanna I wouldn't be where I'm at today," said Sherry. "I'd be paralyzed in a nursing home. We talk every single day."



PERFORMANCE ASSESSMENT

This year Clackamas County exceeded all quantitative goals in our annual work plan. Programming expanded at such a significant rate that FY 23-24 outcomes for homelessness preventions were nearly double our annual goal; rapid re-housing placements exceeded our annual goal by over 60%; and sustained shelter units exceeded our annual goal by over 30%. The county also advanced all eight of the work plan's qualitative goals related to racial equity, capacity building, geographic equity, and alignment with the behavioral and public health systems, completing seven of them this year. Specific details on the progress and achievement of each annual work plan goal are available in Attachment A.

Throughout these first three years of SHS implementation the county has also made substantial progress advancing the strategies and investment and programmatic priorities of our SHS Local Implementation Plan (LIP). The county's Board of Commissioners adopted the LIP in April 2021, outlining our approach to the creation of a comprehensive and equitable response to the homelessness crisis through funding from the recently passed SHS Measure. Since the commencement of SHS programming on July 1, 2021, Clackamas County has endeavored to scale its system of care to meet the needs of our community.

Two of the primary strategies exhibited throughout the LIP are advancing racial equity and enhancing inclusive community engagement by centering the perspective of Communities of Color and those with lived experience. The county has made significant strides in advancing these strategies across our system. Each year, staff conduct an equity analysis to assess how our programs are performing in addressing historical disparities in accessing safe and reliable housing. The county has also emphasized representation of BIPOC individuals and those with lived experience in advisory roles used to inform programming such as the CHA Core Team and the upcoming Community Homelessness Advisory Board and Community Advisory Group. Staff have also strived to advance racial equity through investments in services. In the last three years we grew our community of culturally specific service providers from one to six, added two culturally specific outreach programs, and provided over \$2M in capacity building grants to help support their growth and development.

The LIP details several investment priorities, all of which the county has invested in throughout the first three years of SHS funding. Anticipating that the influx of SHS funding could strain the capacity of service providers, we committed to investing in their growth, and this year the county has provided capacity building grants, training opportunities, and professional technical assistance to promote their sustainable development. The county has substantially invested in its internal infrastructure, such as HMIS improvements and finished standing up a new eight-person Data Team to support data collection and system evaluation/improvement. This year continued to see significant investments into supporting system access, and for the first time in Clackamas County's history, the Coordinated Housing Access Hotline has capacity to answer live calls not just during business hours, but now after hours, on weekends, and during holidays.

The LIP also identified several key programmatic priorities for staff to pursue. Over the last three years the county has made tremendous progress in advancing these priorities. Since SHS funded services began in July 2021, 930 households have been placed into permanent supportive housing, and the county is on the cusp of surpassing its 10-year SHS goal of placing 1,065 households into permanent supportive housing, five years earlier than anticipated. Additionally, 215 households have been housed through rapid re-housing programs, bringing the total housing placements to 1,145 households through just the first three years. The county has also invested heavily into front-end services: 1,514 households have had their evictions prevented; SHS funding currently supports 210 units of shelter; and the county launched its first ever coordinated outreach program in FY 22-23. These investments into both housing programs and front-end services have helped the county make significant strides in achieving its other 10-year SHS goal of stabilizing 2,130 households in permanent housing. In just three years, the county has stabilized 1,729 households through eviction prevention and rapid rehousing. The county is on pace to also surpass this 10-year goal five years earlier than anticipated.

As we close out FY 23-24 and embark on a fourth year of SHS program delivery, Clackamas County remains steadfast in the advancement of these priorities with the opening of a new shelter program, continued expansion of permanent supportive housing programs, and new homeless prevention interventions.

ATTACHMENT A: ANNUAL WORK PLAN PROGRESS

The Supportive Housing Services Annual Work Plan is submitted to Metro in advance of each fiscal year, defining annual goals and objectives. Numeric outcomes and qualitative outcomes are described below. For additional information about each of these categories, please see the sections in the report titled *Housing Program Outcomes*, *Advancing Racial Equity*, and *Infrastructure and Capacity Building, Provider Capacity Building, Health and Housing Integration*, and *Promoting Geographic Equity*.

Category 1: Housing/ Program Quantitative Goals

Regional Metric	Annual Goal	Actual Outcome
# of supportive housing vouchers/ units brought into operation	405 vouchers/ units	412 vouchers/ units
# of Permanent Supportive Housing (PSH) placements	405 households	412 households
# of Rapid Re-Housing (RRH) placements	120 households	196 households
# of homelessness/ eviction preventions	625 households	1,228 households
Retention Rate for Permanent Supportive Housing (PSH)	85%	95.6%
Retention Rate for Rapid Re-Housing (RRH)	85%	93.3%
# of supported emergency/ transitional shelter units	155 units	210 units

Clackamas County surpassed every housing/ program quantitative goal this past fiscal year.

Category 2: Racial Equity

Objective	Objective Achieved?	Description of Progress and Achievement
Direct capacity building investments into culturally specific providers through direct funding allocations and the provision of professional technical assistance services.	Yes	Clackamas County contracted with four technical assistance firms (Inhance, Social Finance, Advanced Technology Communications, and Insight for Action), and made these services available to culturally specific organizations first. Thanks to this technical assistance, areas of expanded capacity for culturally specific organizations included business workflow and processes, software integration, internal controls for invoicing and financial reporting, identifying opportunities to increase digitization, opportunities to streamline translation and interpretation services, staff training focused on cultural humility and trauma-informed care, organizational development through a racial equity lens, community partnership, collaboration building, resource mobilization, and strategic planning.
<i>Additional Details</i> Provide dedicated funding for capacity building efforts within culturally specific providers and offer technical assistance in areas that include, but are not limited to, accounting, human resources, organizational development, and strategic planning.		
Improve the Coordinated Entry process and assessment to ensure more equitable housing and service outcomes.	Yes	Throughout the fiscal year, Clackamas County's Coordinated Housing Access Team worked to implement recommendations to improve meaningful access to housing services. Specific recommendations and detailed progress are delineated in the chart below.
<i>Additional Details</i> Implement recommendations from Unite Oregon and the Coalition of Communities of Color who are conducting focus groups with people of color to drive racial equity improvements.		

Coordinated Housing Access (CHA) Implemented Recommendations

Recommendation	Implementation
Accessibility Improvements	
Hire more staff to answer the CHA phone line, including more bilingual/bicultural staff.	Live answering is continuing from 8am to 8pm, and the CHA Team includes several bilingual/bicultural staff.
Trained and compensated multi-lingual CHA assessors in the field who are accessible in more meaningful access points.	Several bilingual/bicultural staff are answering calls live. The CHA Team continues to build relationships with community partners, including culturally specific organizations, to increase meaningful access to Coordinated Entry.
Invest in a 24/7 CHA line that is answered live.	Based on feedback from outreach partners and people with lived experience, this goal has been amended to live answering from 8am to 8pm, which it is currently fulfilling. Individuals attempting to reach CHA outside 8am to 8pm are contacted timely.
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 CHA Assessment has been translated to Spanish, and work to translate into other appropriate languages is underway.
Pay people to conduct CHA assessments rather than relying on volunteers.	The CHA Assessment is now 100% conducted by paid staff.
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.	CHA Assessments are conducted by the CHA Team and trained and licensed providers who meet regular training requirements. While this has limited the number of organizations conducting CHA Assessments, data quality has improved, and the CHA Team maintains close contact with community partners, including culturally specific organizations, encouraging staff to call CHA together with their clients. CHA aims to maintain strong relationships with community partners so we can collaborate as needed.

Coordinated Housing Access (CHA) Implemented Recommendations (continued)

Recommendation	Implementation
Assessment Improvements	
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	This fiscal year the CHA Team began working with consultant Julie McFarland, who has improved coordinated entry systems for several communities toward equitable housing outcomes. This work involves implementing evidence-based changes to the assessment and prioritization to meet equity goals. The CHA Core Team, a new advisory group, was established this fiscal year so that feedback from frontline workers and individuals who have experienced homelessness would inform CHA system improvements. The CHA Core Team intentionally includes representation of groups disproportionately impacted by homelessness, including BIPOC individuals.
Assessments should contain clear scripts that explain to clients how these questions, and their responses, can affect possible access to services.	The CHA 3.0 assessment has clear scripting throughout all tiers and will go live in FY 24-25.
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.	The CHA Team has developed a new Resource Navigation program that is responsive to people who have recently doubled up, couch surfed, or otherwise temporarily stayed inside of a residence overnight.
System Improvements	
Allocate more funds for rental assistance.	Rental assistance programs expanded significantly in FY 23-24. The CHA Team continues to send at least 10 rental assistance referrals a week to rental assistance programs.
Assessors should be able to make direct referrals, instead of asking clients to reach out to agencies themselves.	The CHA Team continues to improve and organize referrals, as well as develop relationships and network outside of established partnerships. Increasingly, CHA Team members reach out to resources on behalf of participants to initiate contact.
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	Regular meetings are facilitated by Metro between the Clackamas, Multnomah, and Washington Counties for better alignment among the three Coordinated Entry systems.

Category 3: Capacity Building

Objective	Objective Achieved?	Description of Progress and Achievement
Expand the Housing Services Team to support integration with the health system through Medicaid waiver coordination	Yes	The Housing Services Team was expanded by two full-time staff whose role it is to advance health and housing system integration. The new positions are supporting Medicaid waiver coordination and are responsible for the forthcoming implementation of the waiver in Fall 2024. These staff are also establishing partnerships with Coordinated Care Organizations, health care partners, and augmenting internal coordination with County partners, including Behavioral Health, Disability Services, and Aging.
<i>Additional Details</i> Hire two fulltime staff members whose primary role will be supporting Medicaid waiver coordination and eventual implementation.		
Support community resources through direct investments to enhance their capacity for supporting the rapid expansion of service providers	In Progress	Clackamas, Washington, and Multnomah Counties have been collaborating with Metro staff to pursue opportunities for a regional contract with a community-based organization that would provide furniture provision services. The intended future contract would provide a streamlined process for newly housed program participants to acquire basic household needs such as furniture, kitchen implements, and cleaning supplies, all of which contribute to a sense of home and housing stability. The counties have also engaged with Metro to discuss the role of the Tri-County Planning Body in furtherance of this objective.
<i>Additional Details</i> Contract with the Community Warehouse to directly support their operations in Clackamas County and streamline the process for service providers and program participants to acquire furniture for new housing placements.		

Category 3: Capacity Building (continued)

Objective	Objective Achieved?	Description of Progress and Achievement
Offer direct technical assistance to grassroots providers to support their growth and development	Yes	Clackamas County contracted with four technical assistance firms (Inhance, Social Finance, Advanced Technology Communications, and Insight for Action) to provide external technical assistance support services to our service providers in project and process management, coaching, technology, and file management that complement and enhance organizational performance. Key areas of organizational development and capacity building have included human resources, fiscal business services, strategic planning, program design and implementation, and policies and procedures. Technical assistance providers directly engaged with the county's contracted service providers to gather information, identify gaps and needs, then build new competencies, strategies, systems, and structures to promote organizational stability and effectiveness. Technical assistance was prioritized for grassroots and culturally specific providers first to help them become robust and enduring organizations to serve Clackamas County for years to come.
<i>Additional Details</i> Contract with organizations that can provide technical assistance in areas that include, but are not limited to, accounting, human resources, organizational development, and strategic planning and make this assistance available to small and grassroots providers struggling to expand their organizational capacity.		
Significantly invest in new system infrastructure for safety on and off the streets	Yes	Resource Center: \$10M was awarded for the acquisition and construction of a resource center in Oregon City. The vacant downtown property will be converted into a warm and welcoming service-enriched resource center, with dedicated space for on-site providers, behavioral and physical healthcare resources, and connections to housing. Culturally Specific Shelter: The county executed a new \$1.9M contract to fund operations and programming of the region's first shelter to serve indigenous families, k^hwat yaka haws, or Auntie's Place. Clackamas Village: The future Clackamas Village will provide recovery-oriented emergency transitional housing to people experiencing homelessness. This fiscal year the County issued a new \$3.2M construction contract. Clackamas Village will be located next to the existing Veterans Village and follow a similar model.
<i>Additional Details</i> The county will allocate dedicated funding this fiscal year for the procurement or construction of new system infrastructure, including crisis stabilization services, resource center services, safety on and off the streets programming, addiction and recovery services, and medically-supported emergency shelter or transitional housing programming.		

Category 4: Other Annual Goals Based on Local Implementation Plan

Objective	Objective Achieved?	Description of Progress and Achievement
Alignment with the Behavioral and Public Health Systems	Yes	The Housing Services Team was expanded by two full-time staff whose role it is to advance health and housing system integration. In addition to Medicaid waiver coordination, these staff have developed partnerships with Coordinated Care Organizations, health care partners, and augmenting internal coordination with County partners, including Behavioral Health, Disability Services, and Aging. Staff worked with national subject matter experts, Kaiser Permanente, Providence, and CareOregon, to establish a case conferencing process for people who are experiencing homelessness who need assistance accessing medical services. Additionally, the County increased its internal coordination within its Public Health and Behavioral Health Divisions to assess its system coordination and service delivery between housing and health care. New programs such as medical respite and a community paramedic are the result of this increased coordination.
<i>Additional Details</i> The Housing and Community Development Division increased coordination with the county's Public Health and Behavioral Health Divisions in areas such as strategic planning and service delivery.		
Promote Geographic Equity	Yes	This fiscal year the county invested over \$7M of state funding (EO 23-02) into rural programming and administration outside of the Metro Urban Growth Boundary. These areas are historically underserved, and SHS funding has allowed the county to use other resources to develop outreach and housing programs in the rural areas. Hundreds of contacts were made in the outreach program, with weekly pop-up hygiene, laundry, and engagement events, and mobile outreach. Evictions and homelessness were prevented for over 180 households in rural Clackamas County. Additionally, 260 households were placed into rapid rehousing which included navigation, support, and short-term rental assistance. The county also conducted a rural needs assessment and assessment of rural service capacity for programming in future years.
<i>Additional Details</i> In FY 22-23 Clackamas County began allocating resources for housing and homeless services to rural and historically underserved areas of the county thanks to the influx of SHS funding. In FY 23-24 new investments, programming, and capacity building to enhance service delivery in rural areas continued.		

ATTACHMENT B: HOUSING AND SERVICES OUTCOMES

Permanent Supportive Housing (PSH)	
SHS-funded PSH units/ vouchers added since 7/1/2021	930 units/ vouchers
SHS-funded PSH units/ vouchers added in FY 23-24	412 units/ vouchers
Households in need of PSH in 2021 (baseline)	997 households
Households in need of PSH in FY 23-24	1158 households
Households placed in PSH in FY 23-24	412 households
People placed in PSH in FY 23-24	775 people
Rapid Re-Housing (RRH)	
Households placed in RRH in FY 23-24	196 households
People placed in RRH in FY 23-24	472 people
Homelessness/ Eviction Prevention	
Households supported with Homelessness/ Eviction Prevention in FY 23-24	1,228 households
People supported with Homelessness/ Eviction Prevention in FY 23-24	2,679 people
Total Housing Placements and Preventions	
Unduplicated total households placed in PSH, RRH, Housing Only, or supported with Homelessness/ Eviction Prevention in FY 23-24	1,836 households
Unduplicated total people placed in PSH, RRH, Housing Only, or supported with Homelessness/ Eviction Prevention in FY 23-24	3,926 people
Regional Long-term Rent Assistance (RLRA)	
RLRA vouchers issued in FY 23-24	370 vouchers
Households newly leased up using an RLRA voucher in FY 23-24	358 households
Total households in housing using an RLRA voucher in FY 23-24	766 households
Total households housed using an RLRA voucher since 7/1/2021	783 households
Total people housed using an RLRA voucher since 7/1/2021	1,404 people

Housing Retention: Permanent Supportive Housing (PSH)				
12-month housing retention rate for all households in PSH			95.6%	
	PSH Retention (Stayers)		PSH Exits	
Total people	708		28	
Total households	439		20	
	# of people	%	# of people	%
Asian or Asian American	13	1.8%	-	-
Black, African American or African	112	15.8%	-	-
Hispanic or Latin(a)(o)(x)	102	14.4%	2	7.14%
American Indian, Alaska Native or Indigenous	54	7.6%	-	-
Native Hawaiian or Pacific Islander	11	1.6%	-	-
White	544	76.8%	16	57.14%
Non-Hispanic White (subset of White category)	442	62.4%	14	50.00%
Client Doesn't Know	-	-	-	-
Client Refused	-	-	-	-
Data Not Collected	-	-	12	42.86%
Housing Retention: Rapid Re-Housing (RRH)				
12-month housing retention rate for all households in RRH			93.3%	
	RRH Retention (Stayers)		RRH Exits	
Total people	176		11	
Total households	70		5	
	# of people	%	# of people	%
Asian or Asian American	4	2.3%	-	-
Black, African American or African	24	13.6%	2	18.2%
Hispanic or Latin(a)(o)(x)	26	14.8%	3	27.3%
American Indian, Alaska Native or Indigenous	15	8.5%	-	-
Native Hawaiian or Pacific Islander	10	5.7%	-	-
White	113	64.2%	10	90.9%
Non-Hispanic White (subset of White category)	87	49.4%	8	72.7%
Client Doesn't Know	-	-	-	-
Client Refused	-	-	-	-
Data Not Collected	13	7.4%	1	9.1%

Inflow and Outflow <i>People/ households experiencing homelessness compared to people/ households placed into stable housing</i>				
	Inflow		Outflow	
Average people	488		184	
Total people	5857		2213	
Average households	419		140	
Total households	5026		1685	
	# of people	%	# of people	%
American Indian, Alaska Native, or Indigenous	11	0.2%	48	2.8%
American Indian, Alaska Native, or Indigenous; Asian or Asian American; White	1	0.0%	0	0.0%
American Indian, Alaska Native, or Indigenous; Black, African American, or African; Hispanic/Latina/e/o	14	0.2%	11	0.7%
American Indian, Alaska Native, or Indigenous; Black, African American, or African; Middle Eastern or North African	1	0.0%	0	0.0%
American Indian, Alaska Native, or Indigenous; Black, African American, or African; Middle Eastern or North African; White	1	0.0%	0	0.0%
American Indian, Alaska Native, or Indigenous; Black, African American, or African; White	3	0.1%	0	0.0%
American Indian, Alaska Native, or Indigenous; Hispanic/Latina/e/o; White	5	0.1%	11	0.7%
Asian or Asian American	95	1.6%	28	1.7%
Asian or Asian American; Black, African American, or African; Hispanic/Latina/e/o	1	0.0%	0	0.0%
Asian or Asian American; Black, African American, or African; Hispanic/Latina/e/o; White	1	0.0%	0	0.0%
Black, African American, or African & American Indian, Alaska Native, or Indigenous	15	0.3%	8	0.5%
Black, African American, or African & Asian or Asian American	4	0.1%	1	0.1%
Black, African American, or African	452	7.8%	167	9.9%
Black, African American, or African; Hispanic/Latina/e/o; Native Hawaiian or Pacific Islander	1	0.0%	0	0.0%
Black, African American, or African; Hispanic/Latina/e/o; White	6	0.1%	8	0.5%
Client Doesn't Know/Prefers Not to Answer	117	2.0%	18	1.1%

Data Not Collected	489	8.5%	168	10.0%
Hispanic/Latina/e/o & American Indian, Alaska Native, or Indigenous	17	0.3%	27	1.6%
Hispanic/Latina/e/o & Asian or Asian American	4	0.1%	8	0.5%
Hispanic/Latina/e/o & Black, African American, or African	19	0.3%	16	0.9%
Hispanic/Latina/e/o	709	12.3%	166	9.9%
Hispanic/Latina/e/o; Middle Eastern or North African; Native Hawaiian or Pacific Islander	1	0.0%	0	0.0%
Hispanic/Latina/e/o; Native Hawaiian or Pacific Islander; White	0	0.0%	1	0.1%
Middle Eastern or North African	9	0.2%	0	0.0%
Native Hawaiian or Pacific Islander & American Indian, Alaska Native, or Indigenous	1	0.0%	1	0.1%
Native Hawaiian or Pacific Islander & Asian or Asian American	3	0.1%	3	0.2%
Native Hawaiian or Pacific Islander & Black, African American, or African	2	0.0%	8	0.5%
Native Hawaiian or Pacific Islander & Hispanic/Latina/e/o	3	0.1%	1	0.1%
Native Hawaiian or Pacific Islander	101	1.8%	63	3.7%
White & American Indian, Alaska Native, or Indigenous	77	1.3%	66	3.9%
White & Asian or Asian American	14	0.2%	9	0.5%
White & Black, African American, or African	63	1.1%	58	3.4%
White & Hispanic/Latina/e/o	193	3.4%	207	12.3%
White & Native Hawaiian or Pacific Islander	16	0.3%	4	0.2%
White	3309	57.5%	1107	65.7%

Note: for this Inflow and Outflow table, races and ethnicities are listed as found in HMIS.

Length of Homelessness and Returns to Homelessness	
Average length of time homeless for households served in SHS programs	1,482 days (4.06 years)
Average length of time spent in SHS programs until being housed	158 days
Average rate of returns to homelessness for households served in SHS programs	6.1%
Emergency Shelter	
Total inventory of emergency shelter created or sustained in FY 23-24	210 units
Households served in emergency shelter in FY 23-24	460 households
People served in emergency shelter in FY 23-24	824 people
Outreach	
Households contacted by outreach in FY 23-24	502 households
People contacted by outreach in FY 23-24	507 people

ATTACHMENT C: POPULATIONS SERVED

Permanent Supportive Housing (PSH) Placements

Households in PSH placements who were Population A	305 households	
Households in PSH placements who were Population B	107 households	
Total people placed in PSH	775 people	
Total households placed in PSH	412 households	
Race & Ethnicity	#	%
Asian or Asian American	17	2.2%
Black, African American or African	94	12.1%
Hispanic or Latin(a)(o)(x)	147	19.0%
American Indian, Alaska Native or Indigenous	37	4.8%
Native Hawaiian or Pacific Islander	28	3.6%
White	511	65.9%
Non-Hispanic White (subset of White category)	383	49.4%
Client Doesn't Know	--	--
Client Refused	--	--
Data Not Collected	16	2.1%
Disability Status⁷	#	%
Persons with disabilities	324	41.8%
Persons without disabilities	99	12.8%
Disability unreported	17	2.2%
Gender Identity⁸	#	%
Male	156	20.1%
Female	272	35.1%
A gender that is not singularly 'Male' or 'Female'	--	--
Transgender	--	--
Questioning	--	--
Client doesn't know	--	--
Client refused	--	--
Data not collected	12	1.5%

⁷ Disability information is not provided for every person served due to limited data availability.

⁸ Gender information is not provided for every person served due to limited data availability.

Rapid Re-Housing (RRH) Placements

Households in RRH placements who were Population A	145 households	
Households in RRH placements who were Population B	51 households	
Total people placed in RRH	472 people	
Total households placed in RRH	196 households	
Race & Ethnicity	#	%
Asian or Asian American	5	1.1%
Black, African American or African	48	10.2%
Hispanic or Latin(a)(o)(x)	141	29.9%
American Indian, Alaska Native or Indigenous	26	5.5%
Native Hawaiian or Pacific Islander	27	5.7%
White	302	64.0%
Non-Hispanic White (subset of White category)	220	46.6%
Client Doesn't Know	--	--
Client Refused	1	0.2%
Data Not Collected	19	4.0%
Disability Status	#	%
Persons with disabilities	228	48.3%
Persons without disabilities	217	46.0%
Disability unreported	27	5.7%
Gender Identity	#	%
Male	128	27.1%
Female	337	71.4%
A gender that is not singularly 'Male' or 'Female'	2	0.4%
Transgender	--	--
Questioning	1	0.2%
Client doesn't know	--	--
Client refused	--	--
Data not collected	4	0.8%

Homelessness/ Eviction Prevention

Population A households who received prevention services	0 households	
Population B households who received prevention services	1,228 households	
Total people who received prevention services	2,679 people	
Total households who received prevention services	1,228 households	
Race & Ethnicity	#	%
Asian or Asian American	30	1.1%
Black, African American or African	293	10.9%
Hispanic or Latin(a)(o)(x)	519	19.4%
American Indian, Alaska Native or Indigenous	76	2.8%
Native Hawaiian or Pacific Islander	68	2.5%
White	1,973	73.6%
Non-Hispanic White (subset of White category)	1,053	39.3%
Client Doesn't Know	17	0.6%
Client Refused	31	1.2%
Data Not Collected	25	0.9%
Disability Status	#	%
Persons with disabilities	849	31.7%
Persons without disabilities	1,815	67.7%
Disability unreported	15	0.6%
Gender Identity	#	%
Male	1,079	40.3%
Female	1,564	58.4%
A gender that is not singularly 'Male' or 'Female'	6	0.2%
Transgender	3	0.1%
Questioning	--	--
Client doesn't know	--	--
Client refused	6	0.2%
Data not collected	21	0.8%

ATTACHMENT D: BUILT FOR ZERO INFLOW AND OUTFLOW ANALYSIS

Built for Zero (BfZ) inflow and outflow reports are tools used by BfZ communities to better understand their populations experiencing homelessness. This analysis examines inflow and outflow reports for FY 23-24.

Inflow is defined as the count of people who are newly identified as homeless in our coordinated entry system, or newly returned to homelessness from a housed or inactive status, within a defined period (FY 23-24). An individual counted in inflow may have called the Coordinated Housing Access Hotline, received outreach through our street or mobile outreach team, or was documented within one of our housing programs to have exited from a permanent housing situation into homelessness.

Outflow is defined as the count of people who exited from homelessness and moved into a permanent housing situation within a defined period (FY 23-24). Individuals counted in outflow include people who were previously experiencing homelessness and are now housed in permanent housing.

See the preceding Attachment B, Inflow and Outflow, for data and demographics examined here.

Summary of Key Findings

- **People identifying as Indigenous and Black are overrepresented in outflow as compared to inflow populations**

In comparing the demographic makeup of people in the inflow and outflow populations in this period, all but one racial/ethnic group saw a higher representation in the outflow population than in the period's inflow population. That this rate of difference is most marked for Indigenous (American Indian, Alaska Native, or Indigenous; Native Hawaiian or Pacific Islander) and Black (Black, African American, or African) is consistent with our equity analysis [add a pointer to where that analysis is], which found a higher representation in housing programs for these groups than expected based on Census data of people living in poverty.

- **People identifying as Hispanic/Latino(a) are underrepresented in outflow as compared to inflow**

The only community of color significantly underrepresented in the outflow population in this period was people identifying as Hispanic/Latino(a), who made up 12.3% of the inflow population but 9.9% of the outflow population. This finding points to ongoing barriers to access and housing outcomes success for Hispanic/Latino(a) population and underscores the need for ongoing culturally specific and responsive services for this population.

- **Demographic comparison of inflow/outflow populations are tenuous**

The inflow and outflow populations in this period are dissimilar in ways that significantly complicate one-to-one comparison of their demographic characteristics. The chronicity of a household's experience of homelessness is a key factor in prioritization for referral to housing programs, and

one measure of this chronicity is the length of time a household has been in the Coordinated Housing Access system. This means that many people outflowing from homelessness in this period entered homelessness and were recognized as such in our coordinated entry system in prior years. The average length of time from engagement in any service in the continuum (“time in service”) to exiting to a permanent housing destination during this period was 158 days, which again means that a significant percentage of the outflow population inflowed in a prior period.

Investing in Culturally Specific Engagement and System Improvement

This analysis further reinforces our commitment to sustained investment in culturally specific engagement services and highlights the CHA Core Team’s ongoing efforts to prioritize systemic quality enhancements within the Clackamas County coordinated entry system. Additionally, Participant Satisfaction and Experience Surveys will be collected from both the housing entry point and the broader housing system level. This approach will incorporate the critical perspective of participants as they interact with our system in real time, enabling us to make timely adjustments and drive meaningful quality improvement initiatives based on their input.

Planned CHA Core Team Focus Areas for FY 24-25 include enhancing the Housing Needs Assessment to better align with regional coordinated entry strategies, ensuring that the process is accessible and centered on the participant experience. This work will provide a crucial foundation for addressing local disparities and guiding quality improvements tailored to the unique needs of Clackamas County, ultimately improving housing access for those most affected by systemic inequities.

ATTACHMENT E: EQUITY ANALYSIS

Clackamas County conducted a staff demographics and pay equity survey as part of the FY 2023-2024 Supportive Housing Services (SHS) Annual Report. The purpose of this survey was to provide a comprehensive overview of the demographic and salary information for staff employed by SHS-funded providers. Prior to the survey's distribution, extensive communication and a collaborative feedback session took place with providers in hopes of ensuring the survey's alignment with their needs.

With the support of a third-party contractor, The Crossroads Group, surveys were distributed to eighteen organizations affiliated with Clackamas County SHS. Unfortunately, the response rate was low, with only seven organizations, representing fifty-nine individuals, completing the survey. Notably, three organizations accounted for 50 of the 59 responses (84.7%). As a result, caution is advised when interpreting the findings.

In future years, Clackamas County will work closely with providers to significantly improve the response rate for this section of the SHS Annual Report. The available survey data is presented below in graphical format.

Staff Demographics

Organizations contracted with Clackamas County Supportive Housing Services were asked to participate in an online survey to provide information on their staff demographics. The report analyzed various demographic factors, including race and ethnicity, gender identity, sexual orientation, veteran status, age group/generation, disability status, lived experience with homelessness, and languages spoken. In addition to the quantitative data, providers shared narratives detailing their internal efforts to enhance diversity, equity, and inclusion within their organizations.

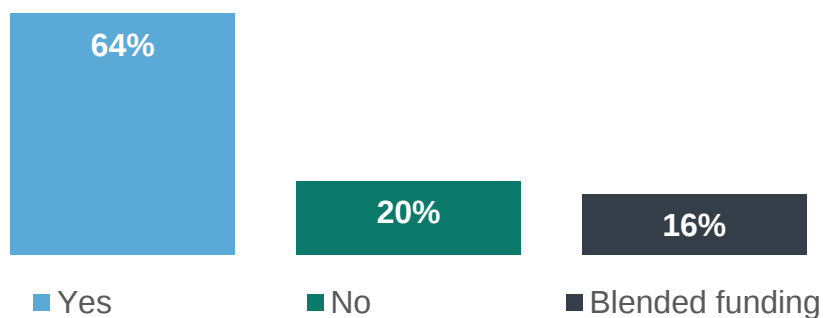
Pay Equity

Providers were also requested to provide salary data, including the lowest, highest, and average pay levels for different job roles within their organizations. Some of the position classifications assessed for pay equity included administrative roles, management, executive leadership, and client-facing positions.

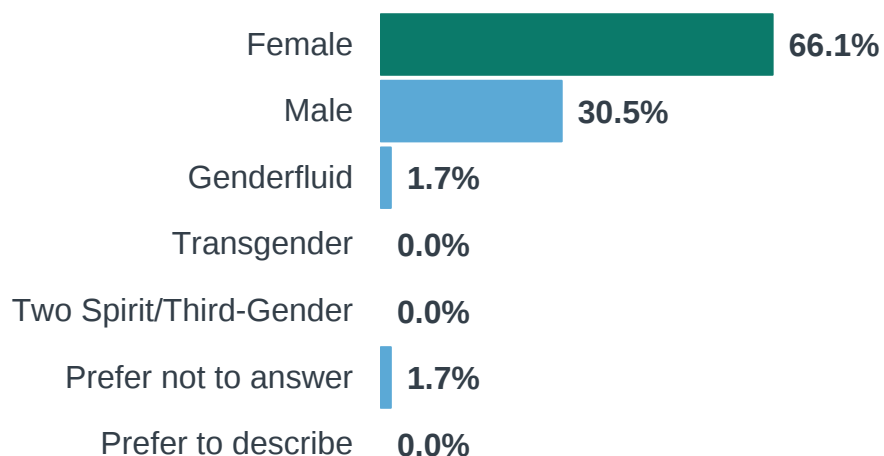
Survey Results

The tables below present the results of the demographics survey from organizations contracted with Clackamas County Supportive Housing Services. Survey participation varied across organizations, leading to different response rates for each demographic category. For some categories, such as race and ethnicity, gender identity, and languages spoken, respondents could select multiple answers, meaning the percentages for these categories may not total 100%.

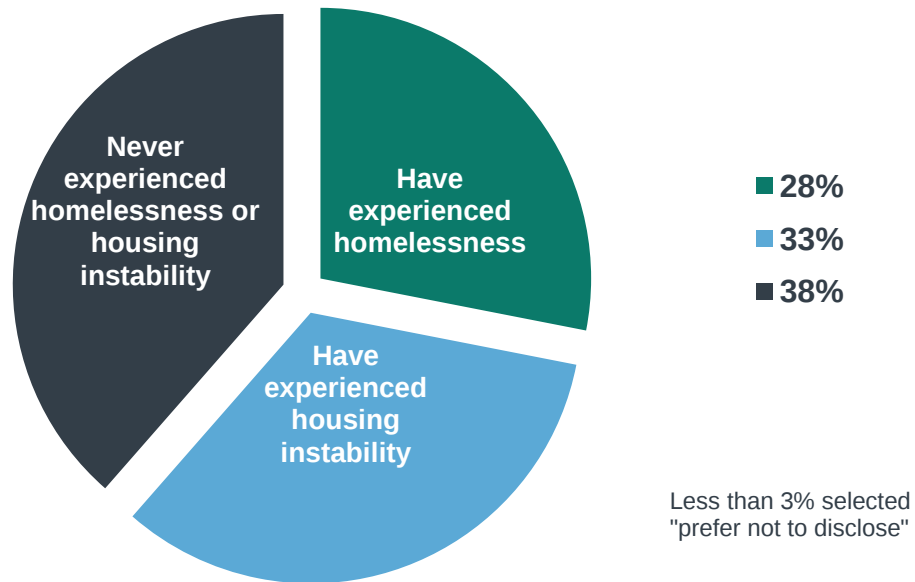
More survey participants work in **Fully-Funded** SHS positions, while fewer are in housing-related roles with **blended** or **no** SHS funding (n=56)



Women who work in SHS funded roles make up **more than half** of the the workforce (n=59)



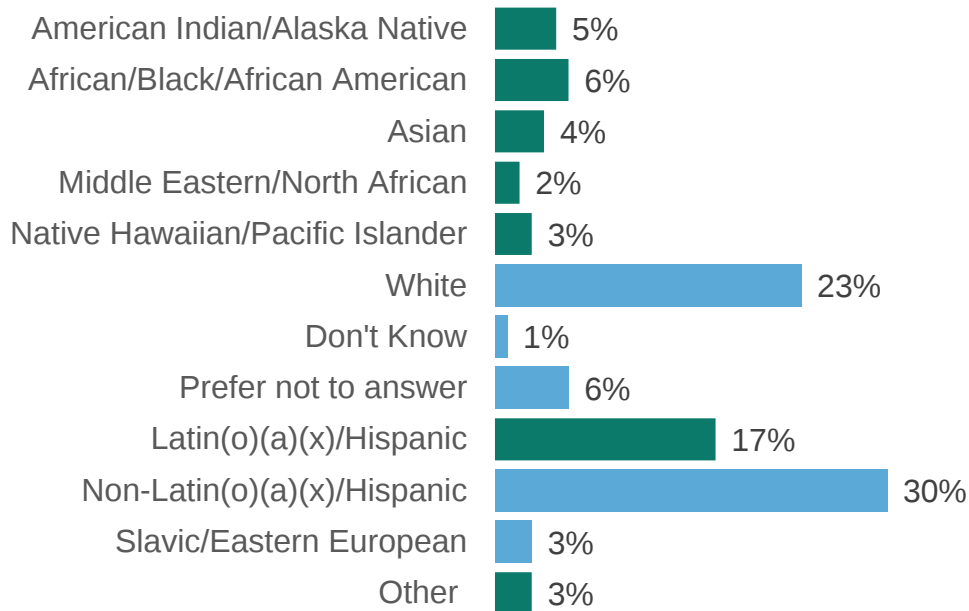
Staff with **lived experience of Homelessness** or **Housing Instability** represent **more than half** of SHS survey participants (n=58)



Veteran and **Military** representation among SHS-funded staff **has increased year over year from 2% to 7%** (n=57)

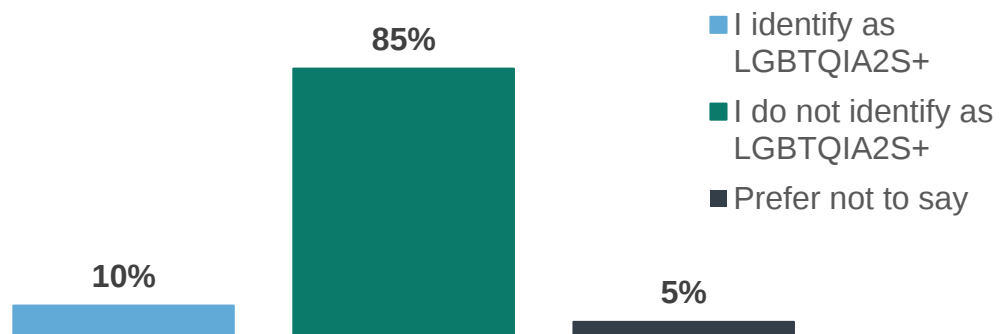


40% of SHS survey participants identify as a race **other than White** and/or as **Latin(o)(a)(x)/Hispanic** (n=59)

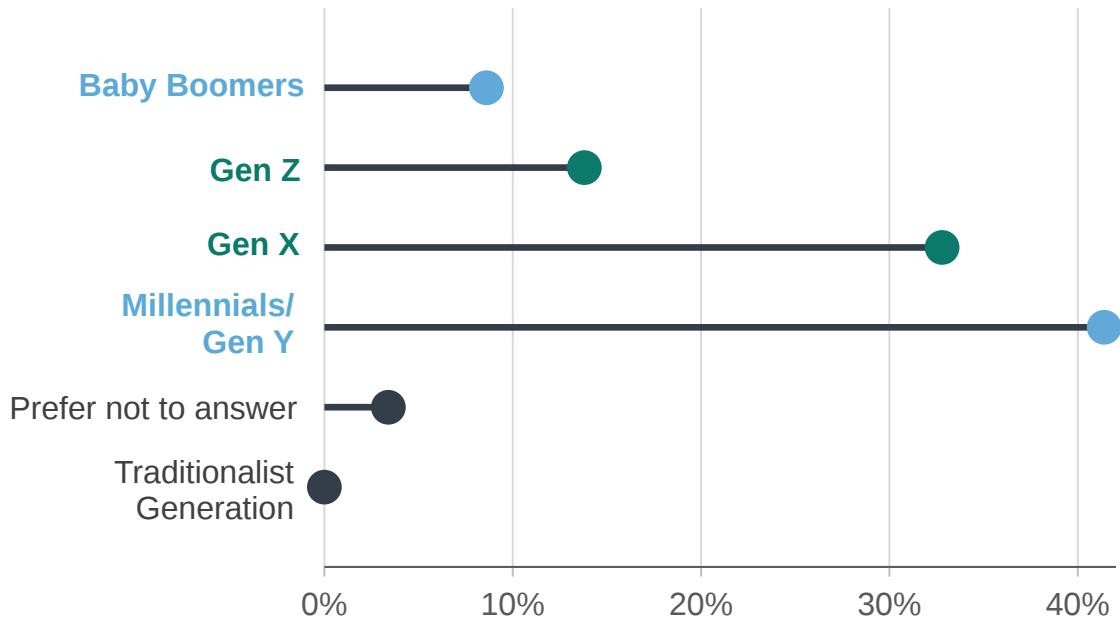


*Respondents could select multiple (or zero) responses for race and ethnicity. Some respondents only opted to select one of race or ethnicity.

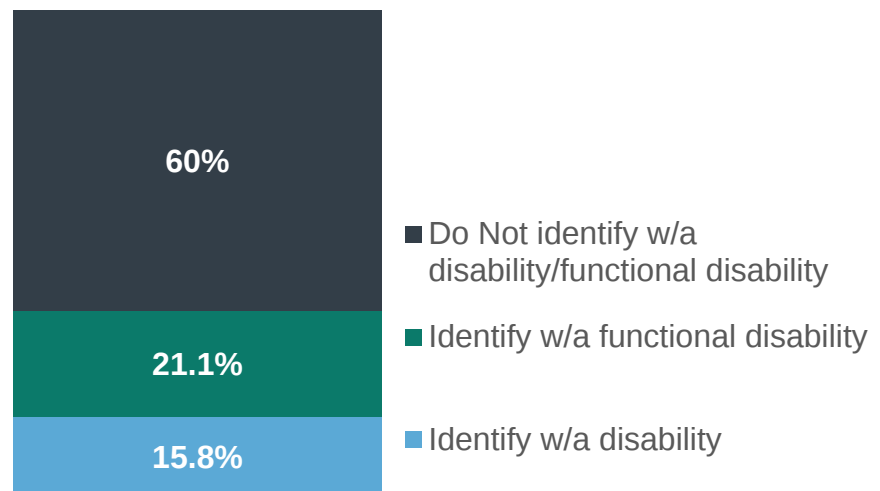
Over **1** in 10 staff members in SHS-funded programs identify as **LGBTQIA2S+** (n=59)



Millenials, Gen X & Gen Z, and **Baby Boomers** ranked among the top generational groups working within SHS funded programs (n=58)



A **third** of SHS funded staff identify as having a **Disability** or **Funtional Disibility** (n=57)

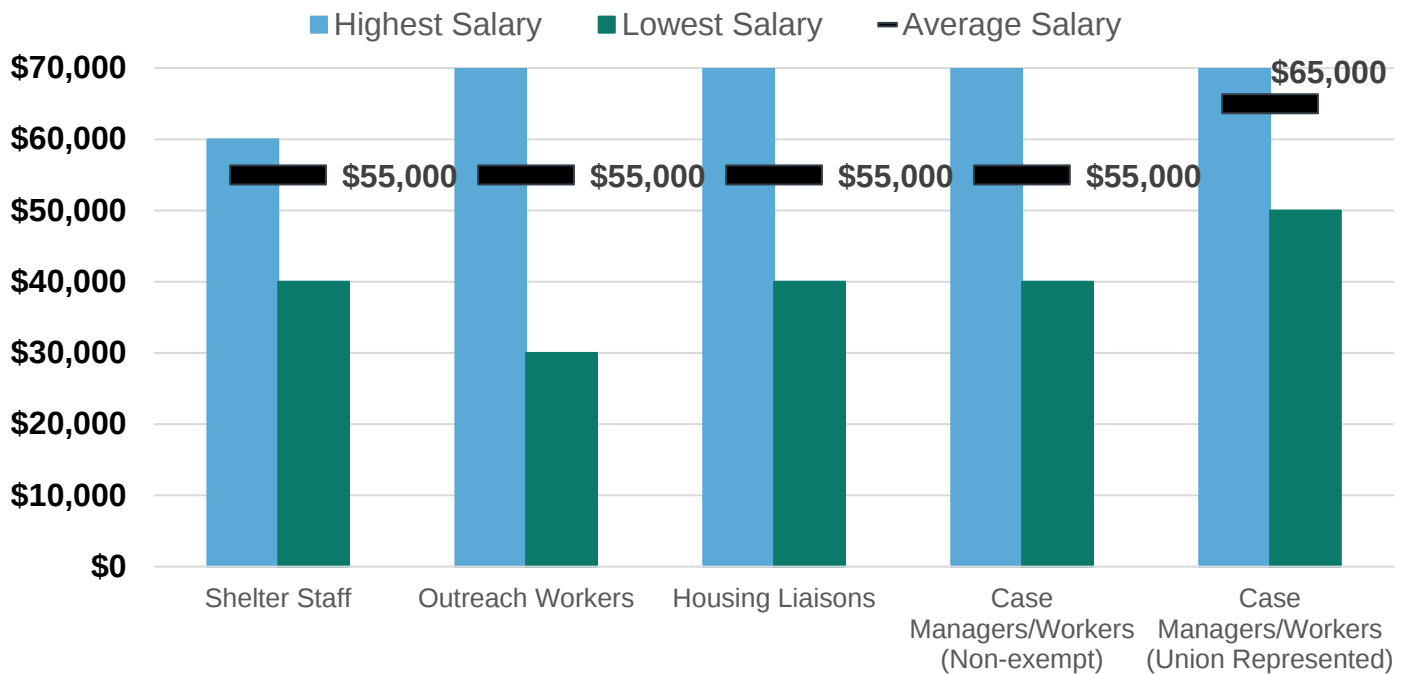


Pay Equity Analysis

This section provides a summary of pay equity data reported by providers contracted with Clackamas County Supportive Housing Services. Organizations were asked to share the minimum, maximum, and average staff salary ranges for various position types. The graphs below illustrate the data collected through these survey items.

For client-facing roles, including shelter staff, outreach workers, housing liaisons, and case managers, the average salary across organizations was relatively consistent. Average salaries ranged from \$55,000 for outreach workers to \$65,000 for union represented case managers. Among these roles, outreach workers exhibited the widest salary range, with annual salaries varying from \$30,000 to \$70,000. Shelter staff, case managers, and housing liaison salaries showed the least variation, with a range from \$40,000 to \$60,000. It should be noted that response rates varied by organization and position type.

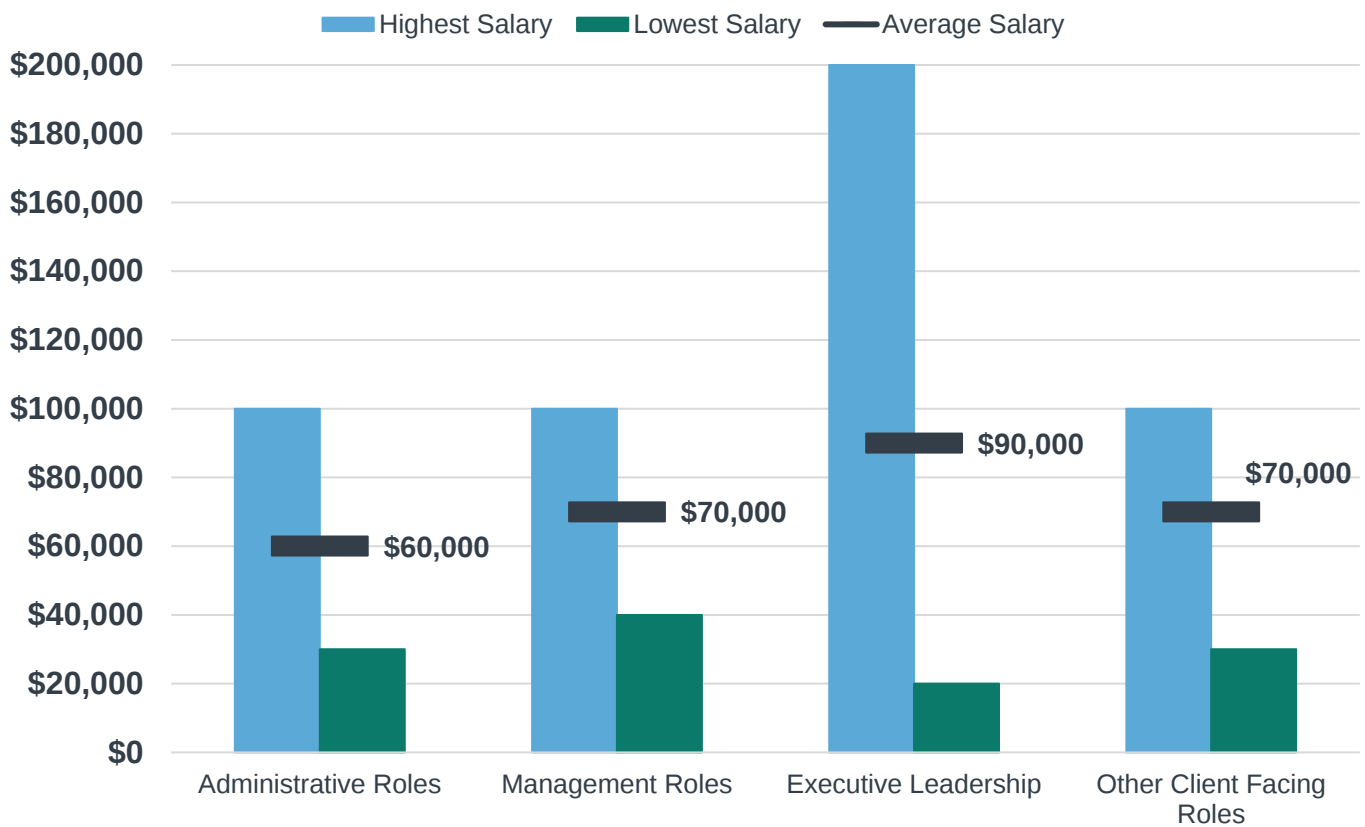
Annual Salary by Position | Client-Facing Roles



Administrative, management, and other roles demonstrated wider salary ranges compared to client-facing positions. While other client-facing roles, full-time staff, and administrative positions had relatively consistent average salaries across different job types, there was considerable variation within each classification. For instance, administrative roles reported salaries ranging from a low of \$30,000 to a high of \$100,000.

Management positions had an average annual salary of \$70,000, but the salaries spanned from \$40,000 to as high as \$100,000. The highest reported executive salary range was \$175,000 to \$200,000, while the lowest was \$20,000 to \$30,000 per year.

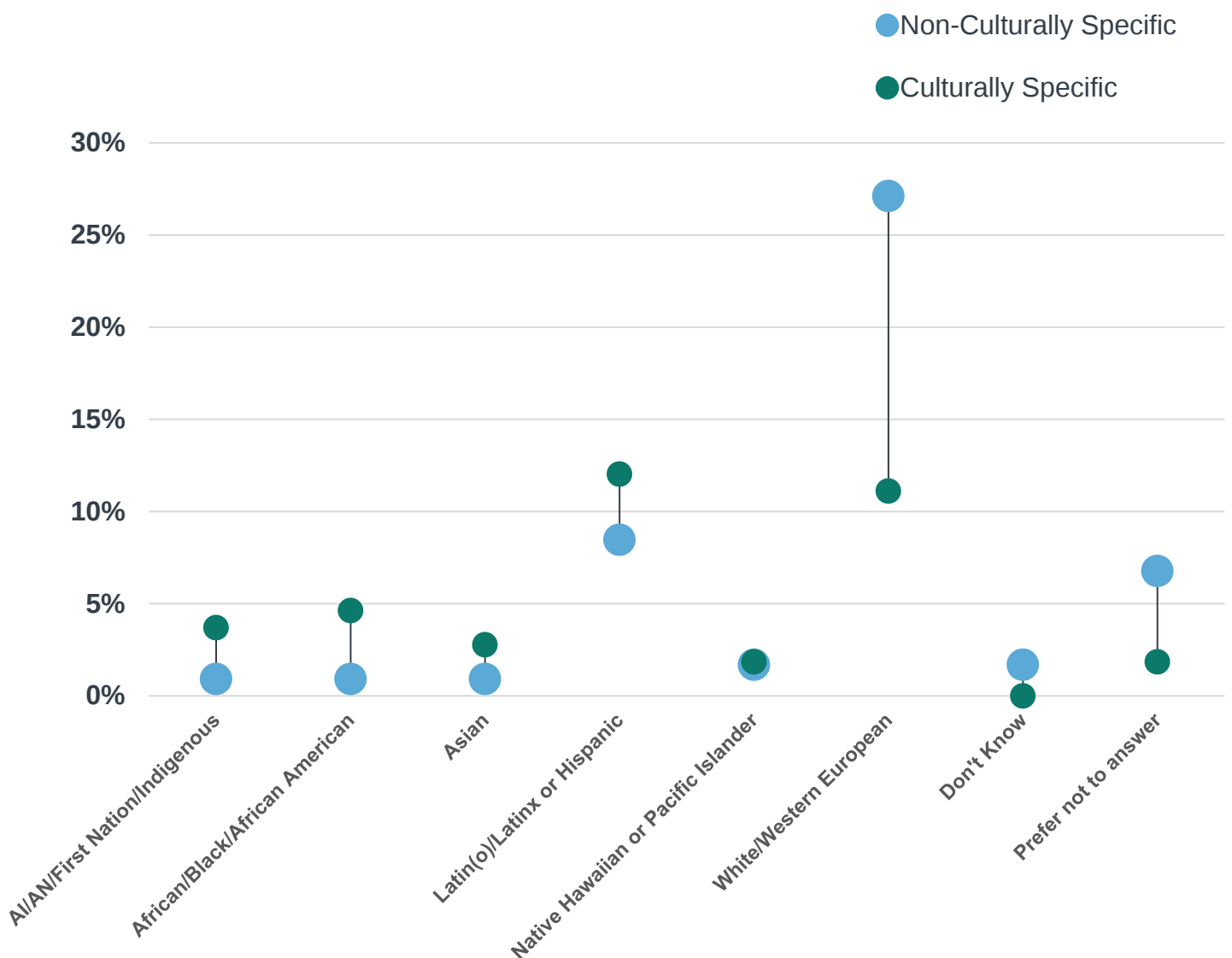
Annual Salary by Postion | Administrative, Management, and Other Roles (Full -Time)



Culturally Specific Organizations

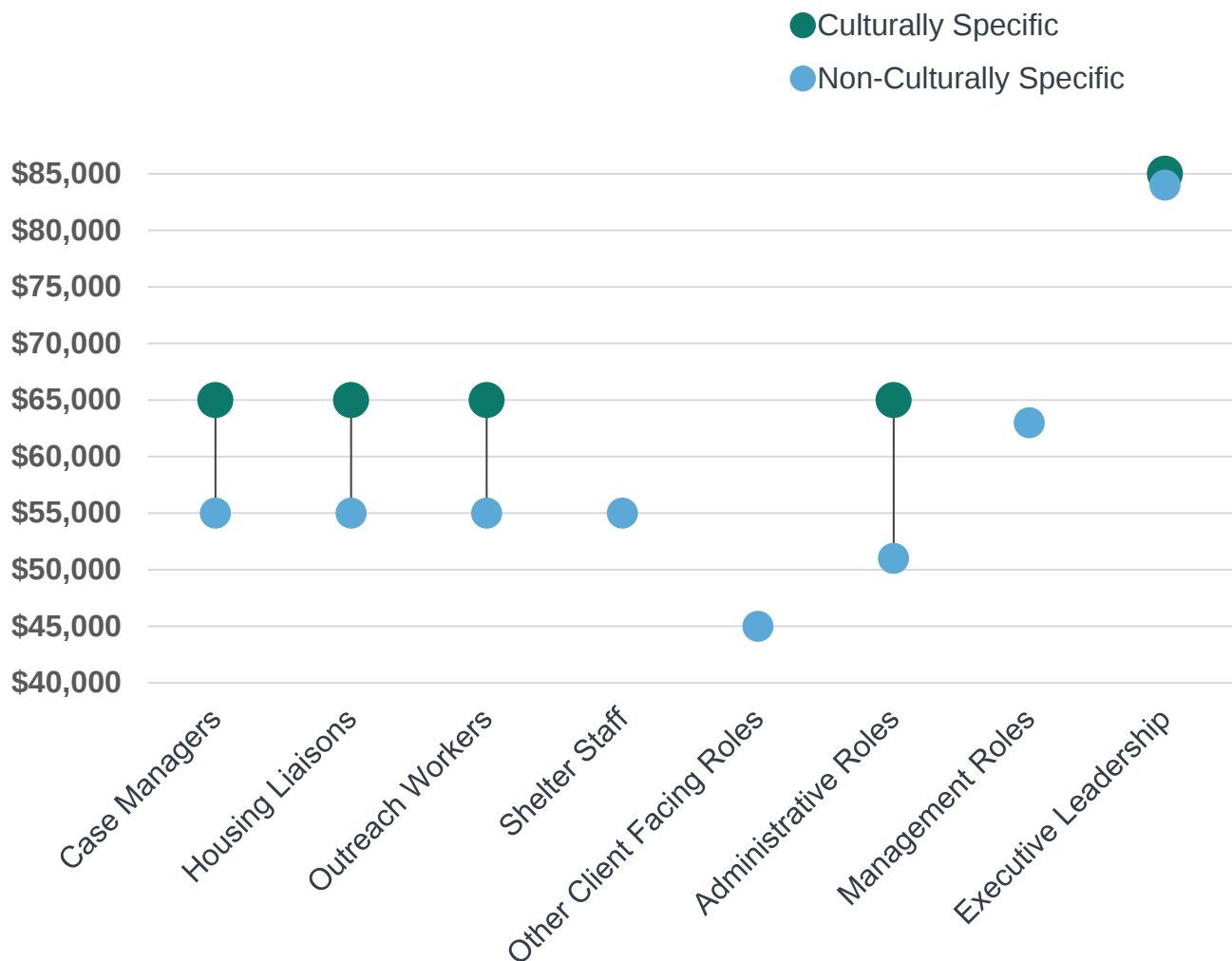
The Staff Demographics and Pay Equity survey offered insights to compare the demographics of culturally specific and non-culturally specific community partners. Non-culturally specific organizations reported having more than twice the number of staff identifying as White/Western European compared with culturally specific providers. In contrast, culturally specific organizations reported higher proportions of staff identifying as African/Black/African American, American Indian/Alaska Native/First Nation/Indigenous, Latin(o)/Latin(x)/Hispanic, and Asian when compared to their non-culturally specific counterparts.

Race and Ethnicity Representation | Culturally Specific and Non-Culturally Specific SHS Funded Programs



Salary data was analyzed by position type between culturally specific and non-culturally specific organizations contracted with Clackamas County. For administrative positions, case managers/workers, housing liaisons, and outreach workers, average salaries were reportedly higher at culturally specific organizations compared to non-culturally specific providers. However, executive leadership salaries were comparable between provider types. Data was not received from culturally specific organizations to compare salary ranges for shelter staff, other client facing roles, or management roles.

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



ATTACHMENT F: SHS PROGRAM OVERVIEW

Eviction Prevention				
Program	Capacity (Households)	Primary Population (A/B)	Service Provider	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
			Home Forward	7/1/2022
			Impact NW	7/1/2022
			Mental Health & Addiction Association of Oregon	7/1/2022
CFCC Resolution Services Eviction Prevention	360	B	Clackamas County Children Family and Community Connections	7/1/2023
Clackamas Women's Services Eviction Prevention	100	B	Clackamas Women's Services	12/14/2023
Clackamas County Social Services Division Short-term Rent Assistance	460	B	Clackamas County Social Services Division	2/16/2023
Outreach and Engagement				
Program	Capacity (Households)	Primary Population (A/B)	Service Provider	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	1,450	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

Table continues on next page

SHS Program Overview (continued)

Safety Off the Streets				
Program	Capacity (Households)	Primary Population (A/B)	Service Provider	Date Program Launched or Began Receiving SHS Funds
Casa Esperanza	12	A	Northwest Family Services	7/1/2022
Serenity and Haven Houses	20	A	Bridges to Change	7/1/2021
Auntie's Place	8	A	Native American Youth and Family Center	1/25/2024
Foster Youth to Independence	11	A	Northwest Family Services	12/7/2023
Inclement Weather Shelter	49	A	The Father's Heart	12/1/2023
Veterans Village	24	A	Do Good Multnomah	7/1/2022
General Safety off the Streets Services	86	A	Clackamas Women's Services	7/1/2022
			Northwest Housing Alternatives	7/1/2022
			The Father's Heart Street Ministry	7/1/2022
Rapid Rehousing and Short-term Rent Assistance				
Program	Capacity (Households)	Primary Population (A/B)	Service Provider	Date Program Launched or Began Receiving SHS Funds
Foster Youth to Independence	20	A/B	Northwest Family Services	12/7/2023
General Rapid Rehousing Services	50	B	Clackamas Women's Services	12/18/2023
	40	B	Northwest Housing Alternatives	7/1/2023
	8	A/B	Native American Youth and Family Center	1/25/2024
Short-term Rent Assistance	10	B	Northwest Family Services	10/1/2021

Table continues on next page

SHS Program Overview (continued)

Permanent Supportive Housing				
Program	Capacity (Households)	Primary Population (A/B)	Service Provider	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 Women's Services	7/1/2022
Good Shepherd	58	A	Catholic Charities	9/21/2023
Las Flores	9	A	Northwest Housing Alternatives	7/1/2023
Mercy Greenbrae	40	A	Mercy Housing Northwest	5/16/2024
Shelter + Care	41	A	Impact NW	7/1/2022
Tukwila Springs	42	A	Home Forward and the Native American Rehabilitation Association	7/1/2022
General Housing Navigation and Placement Services	696	A	Central City Concern	7/1/2022
			Clackamas Women's Services	10/1/2021
			El Programa Hispano Católico	10/1/2021
			Greater New Hope Family Services	10/1/2021
			Impact NW	10/1/2021
			Immigrant & Refugee Community Organization	12/1/2022
			Native American Youth and Family Center	1/25/2024
			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
			Up and Over	12/1/2022

Table continues on next page

SHS Program Overview (continued)

Permanent Supportive Housing (continued)				
Program	Capacity (Households)	Primary Population (A/B)	Service Provider	Date Program Launched or Began Receiving SHS Funds
General Supportive Housing Case Management Services	978	A	Clackamas County Social Services Division Bridges to Housing Program	3/1/2022
			Native American Youth and Family Center	1/25/2024
			Northwest Housing Alternatives	7/1/2023
			El Programa Hispano Católico	10/1/2021
			Clackamas County Social Services Division	2/16/2023
			Clackamas Women's Services	10/1/2021
			Greater New Hope Family Services	10/1/2021
			Impact NW	10/1/2021
			Immigrant & Refugee Community Organization	12/1/2022
			The Father's Heart Street Ministry	7/1/2023
			The Father's Heart Street Ministry - Love One	7/1/2023
			Northwest Family Services	10/1/2021
			Up and Over	12/1/2022

ATTACHMENT G: SERVICE PROVIDER CONTRACT OVERVIEW

Provider	Contracted Programs/ Services	Culturally Specific Provider (Y/N)	Population Served	FY 23-24 Contract Amount	FY 23-24 Total Paid
211 Info*	Evening, Weekend, Holiday and Overflow Coverage for the Coordinated Housing Access Phone Line	N/A	General Population	\$662,975	\$538,871
ASSIST*	Social Security Disability Insurance Recovery	N	General Population	\$150,000	\$25,327
Bridges to Change	Transitional Shelter (Serenity and Haven Houses)	N	Acute Behavioral Health Needs	\$459,998	\$145,975
Cascadia Behavioral Healthcare*	Project-based Supportive Housing Case Management at Renaissance Court Apartments	N	General Population	\$368,577	\$61,566
Catholic Charities*	Project-based Supportive Housing Case Management and Resident Services at Good Shepherd Village	N	General Population	\$1,063,268	\$544,176
Central City Concern	Law Enforcement Assisted Diversion (Outreach, Housing Navigation/Placement, Supportive Housing Case Management)	N	General Population	\$1,629,403	\$665,648
Clackamas Service Center, Inc.	Site-based Outreach	N	General Population	\$290,149	\$250,317
Clackamas Women's Services	Eviction prevention Housing Navigation/Placement Rapid Re-housing Emergency Shelter Supportive Housing Case Management	N	Survivors of Domestic Violence	\$3,866,590	\$2,630,365
Dirges, LLC.	Hotel Rooms for Non-congregate Shelter	N/A	General Population	\$1,060,700	\$1,060,613
Do Good Multnomah	Transitional Shelter (Veteran's Village) Project-based Supportive Housing Case Management at Clayton Mohr Commons	N	Veterans	\$614,626	\$555,072
El Programa Hispano Católico	Housing Navigation/Placement Supportive Housing Case Management	Y	Latine	\$1,267,696	\$1,207,264
Greater New Hope Family Services	Housing Navigation/Placement Supportive Housing Case Management	Y	Black/African American	\$725,655	\$599,696
Home Forward	Resident Services at Tukwila Springs Resident Services at Housing Authority Properties	N	General Population	\$777,352	\$720,811

*211 Info, ASSIST, Cascadia Behavioral Healthcare, and Catholic Charities executed contracts and began services in FY 23-24.

Table continues on next page

Service Provider Contractor Overview (continued)

Provider	Contracted Programs/ Services	Culturally Specific Provider (Y/N)	Population Served	FY 23-24 Contract Amount	FY 23-24 Total Paid
Housing Development Center	Landlord Risk Mitigation Program	N	N/A	\$528,845	\$71,590
Impact NW	Housing Navigation/Placement Resident Services at Housing Authority Properties Supportive Housing Case Management Shelter+Care Program	N	General Population	\$1,282,036	\$1,047,605
Immigrant and Refugee Community Organization	Street Outreach Housing Navigation/Placement Supportive Housing Case Management	Y	BIPOC and Immigrants/Refugees	\$555,367	\$428,516
Mental Health & Addiction Association of Oregon	Resident Services at Housing Authority Properties	N	General Population	\$108,809	\$96,785
Mercy Housing Northwest**	Project-based Supportive Housing Case Management and Resident Services at Mercy Greenbrae	N	General Population	\$580,000	\$0**
Native American Rehabilitation Association	Project-based Supportive Housing Case Management at Tukwila Springs	Y	Native American	\$316,714	\$135,556
Native American Youth and Family Center*	Family Shelter Rapid Re-housing Housing Navigation/Placement Supportive Housing Case Management	Y	Native American Families	\$1,960,790	\$301,723
Northwest Family Services	Youth Shelter Latina DV Shelter Rapid Re-housing Housing Navigation/Placement Supportive Housing Case Management	Y (Latina DV Shelter only)	General Population and Latina Survivors of Domestic Violence	\$5,619,583	\$3,457,038
Northwest Housing Alternatives, Inc.	Family Shelter Rapid Re-housing Supportive Housing Case Management	N	Families	\$1,935,045	\$1,177,866

*Native American Youth and Family Center executed contract and began services in FY 23-24.

**Mercy Housing Northwest began providing services toward the end of this fiscal year. Payments began in FY 24-25.

Table continues on next page

Service Provider Contractor Overview (continued)

Provider	Contracted Programs/ Services	Culturally Specific Provider (Y/N)	Population Served	FY 23-24 Contract Amount	FY 23-24 Total Paid
Providence	Outreach and Engagement	N	General Population	\$187,591	\$47,519
The Father's Heart Street Ministry	Hotel/Motel Shelter Inclement Weather Shelter Street Outreach Rapid Re-housing Housing Navigation/Placement Supportive Housing Case Management	N	General Population	\$5,561,168	\$4,644,312
Up and Over	Street Outreach Housing Navigation/Placement Supportive Housing Case Management	Y	BIPOC	\$828,040	\$822,763
YKC Hospitality, LLC	Hotel rooms for non-congregate shelter	N	General Population	\$1,247,500	\$1,053,864

ATTACHMENT H: LEVERAGED FUNDING

Leveraged Funding Source	Services Supported
Community Development Block Grants	Funding to expand the Clackamas Services Center where SHS funding supports services
Emergency Solutions Grant	Homeless Management Information System support
County General Fund	Law Enforcement Assisted Diversion, short-term rental assistance, domestic violence shelters, rural rapid rehousing programming, and rural youth programs
Continuum of Care Shelter + Care Grant	The Shelter + Care program receives federal funding for rental assistance and SHS funding for case management
Continuum of Care Coordinated Housing Access Expansion Grant	Staff and operations for the county's Coordinated Housing Access program
Continuum of Care Planning Grant	Staff and operations which support Continuum of Care work
Continuum of Care Homeless Management Information Systems Grant	Staff and operations which support Homeless Management Information Systems work
Housing and Urban Development Funded Public Housing	Public housing which has SHS funded resident services and eviction prevention assistance
Housing and Urban Development Funded Rental Assistance	Rental assistance for PSH developments utilizing SHS funded resident services and case management
House Bill 5019	Rapid rehousing and outreach programs dedicated to the rural communities to help address geographic disparities in services
Kaiser Medical Respite Grant	Personnel costs to support health-housing integration work which is also paid for by Regional Strategies Implementation Funds

ATTACHMENT I: FINANCIAL REPORT

Financial Report (by Program Category)									COMPLETE THE SECTION BELOW EVERY QUARTER. UPDATE AS NEEDED FOR THE ANNUAL REPORT.
	Annual Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total YTD Actuals	Variance Under / (Over)	% of Budget	Comments
Metro SHS Resources									
Beginning Fund Balance	58,623,269	92,701,597				92,701,597	(34,078,328)	158%	Counties will provide details and context on any unbudgeted amounts in Beginning Fund Balance in the narrative of their report, including the current plan and timeline for budgeting and spending it.
Metro SHS Program Funds	45,275,392	3,685,104	15,453,043	12,288,233	34,661,280	66,087,660	(20,812,268)	146%	
Interest Earnings	100,000	640,090	867,267	615,679	1,080,194	3,203,230	(3,103,230)	3203%	
insert addt'l lines as necessary						-	-	N/A	
Total Metro SHS Resources	103,998,661	97,026,791	16,320,310	12,903,913	35,741,474	161,992,488	(57,993,827)	156%	
Metro SHS Requirements									
Program Costs									
Activity Costs									
Shelter, Outreach and Safety on/off the Street (emergency shelter, outreach services and supplies, hygiene programs)	11,494,940	655,282	2,474,097	1,798,348	3,966,907	8,894,634	2,600,306	77%	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 Latinx populations.
Short-term Housing Assistance (rent assistance and services, e.g. rapid rehousing, short-term rent assistance, housing retention)	9,192,365	1,359,601	1,317,492	2,281,031	2,656,030	7,614,155	1,578,210	83%	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 for both adults and youth.
Permanent supportive housing services (wrap-around services for PSH)	11,191,087	318,238	1,956,756	1,802,905	5,315,794	9,393,693	1,797,394	84%	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.
Long-term Rent Assistance (RLRA, the rent assistance portion of PSH)	11,773,632	2,419,149	2,926,073	3,275,817	4,526,645	13,147,684	(1,374,052)	112%	All non-administrative costs for the RLRA program which include rental and utility payment assistance, personnel, and other miscallenaous program operation expenses.
Systems Infrastructure (service provider capacity building and organizational health, system development, etc)	2,748,154	784,986	1,050,767	904,174	1,910,067	4,649,994	(1,901,840)	169%	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.
Built Infrastructure (property purchases, capital improvement projects, etc)	12,250,000	6,900	4,359,563	875,528	195,433	5,437,423	6,812,577	44%	Investments into the construction and improvement of new shelter and a site to support the coordination and delivery of all housing services.
Other supportive services (employment, benefits)	611,797	39,952	29,097	27,551	517,427	614,027	(2,230)	100%	Social security benefits recovery and case managers assisting housing insecure households who require significant behavioral health support.
SHS Program Operations	1,164,395	159,563	211,206	225,197	529,751	1,125,718	38,677	97%	Personnel who directly support contracted service providers via training and technical assistance and miscellenous operating costs that support service delivery.
Carryover Balance	20,126,982					-	20,126,982	0%	Includes \$20,126,982 beginning fund balance (carryover) planned to support limited-term investments in the carryover plan for years beyond FY 2023-24.
Subtotal Activity Costs	80,553,351	5,743,671	14,325,052	11,190,552	19,618,054	50,877,329	9,549,040	63%	
Administrative Costs ^[1]									
County Admin: Long-term Rent Assistance	1,308,181	102,053	116,445	146,088	259,627	624,213	683,968	48%	Service Provider Administrative Costs are reported as part of Program Costs above. Counties will provide details and context for Service Provider Administrative Costs within the narrative of their Annual Program Report. Administrative Costs for long-term rent assistance equals 5% of Partner's YTD expenses on long-term rent assistance. Administrative Costs for Other Program Costs equals 7% of total YTD Other Program Costs.
County Admin: Other	4,222,379	307,524	488,518	457,647	1,542,756	2,796,445	1,425,934	66%	
Subtotal Administrative Costs	5,530,560	409,577	604,963	603,735	1,802,383	3,420,659	2,109,902	62%	
Other Costs									
Regional Strategy Implementation Fund ^[2]	6,595,902	-	24,401	6,189	107,765	138,354	6,457,547	2%	
insert addt'l lines as necessary						-	-	N/A	
Subtotal Other Costs	6,595,902	-	24,401	6,189	107,765	138,354	6,457,547	2%	
Subtotal Program Costs	92,679,813	6,153,248	14,954,416	11,800,475	21,528,202	54,436,342	18,116,489	59%	
Contingency ^[3]	2,263,770					-	2,263,770	0%	
Stabilization Reserve ^[4]	9,055,078					-	9,055,078	0%	
Regional Strategy Impl Fund Reserve ^[2]	-					-	-	N/A	
RLRA Reserves	-					-	-	N/A	
Other Programmatic Reserves	-					-	-	N/A	
insert addt'l lines as necessary						-	-	N/A	
Subtotal Contingency and Reserves	11,318,848	-	-	-	-	-	11,318,848	0%	
Total Metro SHS Requirements	103,998,661	6,153,248	14,954,416	11,800,475	21,528,202	54,436,342	29,435,337	52%	
Ending Fund Balance	(0)	90,873,543	1,365,894	1,103,437	14,213,272	107,556,145	(107,556,146)		Clackamas County will submit an updated FY 23-24 financial report once the year's audit is finalized later in FY 24-25.

^[1] 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.

^[2] 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.

^[3] 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.

^[4] 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.

Spend-Down Report for Program Costs

This section compares the spending plan of Program Costs in the Annual Program Budget to actual Program Costs in the Financial Report.

% of Spending per Quarter				Comments
Program Costs (excluding Built Infrastructure)	Budget	Actual	Variance	Explain any material deviations from the Spend-Down Plan, or any changes that were made to the initial Spend-Down Plan. ^[1]
	Quarter 1	10%	8%	2%
	Quarter 2	13%	13%	-1%
	Quarter 3	18%	14%	4%
	Quarter 4	25%	27%	-2%
	Total	65%	61%	4%
\$ Spending YTD				Comments
Built Infrastructure	Budget	Actual	Variance	Provide a status update for below. (required each quarter)
Annual total	12,250,000	5,437,423	6,812,577	

^[1] 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.

Spend-Down Report for Carryover

This section compares the spending plan of investment areas funded by carryover to actual costs.

These costs are also part of the Spend-Down Report for Program Costs above. This section provides additional detail and a progress update on these investment areas.

\$ Spending by investment area				Comments
Carryover Spend-down Plan	Budget	Actual ^[2]	Variance	Provide a status update for each line below. (required each quarter)
Beginning Fund Balance (carryover balance)	58,623,269	92,701,597	(34,078,328)	
Describe investment area				
Contingency	2,263,770		2,263,770	The carryover balance is funding approximately 66% of the county's regional strategies investments.
Stabilization Reserves	9,055,078		9,055,078	
Regional Strategies Implementation Fund	4,332,132	91,314	4,240,818	
Expanding Capacity	4,070,857	2,724,151	1,346,706	YTD expenditures have primarily funded investments into service provider capacity building, internal communications support, homeless services advisory body support and expanded outreach contracts. These expanded outreach contracts received an average temporary increase of 26% funded by the carryover balance.
Upstream Investments	1,225,000	530,058	694,942	YTD expenditures funded a new eviction prevention pilot program done in collaboration with county Resolution Services staff to provide mediation services between landlords and tenants and a community paramedic pilot in collaboration with the county's Public Health Division.
Short-term Rent Assistance	5,000,000	5,244,581	(244,581)	YTD expenditures funded a short-term rental assistance program managed by the county's Social Services Division.
Capital Needs	6,750,000	5,437,423	1,312,577	YTD expenditures funded preliminary work at the future site of the Clackamas Village transitional shelter and the construction phase of the recently approved service-enriched resource center in Downtown Oregon City.
	32,696,837	14,027,527	18,669,310	
Remaining prior year carryover	25,926,432	78,674,070	(52,747,638)	
Estimated current year carryover	33,453,747	28,882,075	4,571,672	
Ending Fund Balance (carryover balance)	59,380,179	107,556,145	(48,175,966)	

^[2] If the actual costs for any carryover investment areas are not tracked separately from existing program categories, use the Comments section to describe the methodology for determining the proportion of actual costs covered by carryover. For example: if service providers received a 25% increase in annual contracts for capacity building, and the costs are not tracked separately, the capacity building portion could be estimated as 20% of total actual costs (the % of the new contract amount that is related to the increase).

FY 2023-2024 Spending by Population

Service Type	Population A	Population B	Total Households Served	Population A%	Population B%	Total Spending	Population A Spending	Population B Spending
Outreach/Safety on the Street	365	137	502	73%	27%	\$2,231,484	\$1,622,493	\$608,991
Shelter/Safety off the Street	334	126	460	73%	27%	\$6,663,150	\$4,838,026	\$1,825,124
Eviction Prevention	0	1,228	1,228	0%	100%	\$6,462,726	\$0	\$6,462,726
Rapid Rehousing	145	51	196	74%	26%	\$1,151,429	\$851,823	\$299,607
Permanent Supportive Housing	305	107	412	74%	26%	\$23,165,590	\$17,149,284	\$6,016,306
Total:						\$39,674,379	\$24,461,626	\$15,212,753
Due to data limitations that will be resolved for future population-specific reporting, Clackamas County used its Permanent Supportive Housing data as a proxy for the Outreach/Safety on the Street, Shelter/Safety off the Street, and Rapid Rehousing categories. It also conservatively assumed 100% of households receiving eviction prevention services are Population B for similar reasons.								
% of Spending by Population						62%		38%

Metro Supportive Housing Services
Non-Displacement Certification (IGA 5.5.1)
Clackamas County
2023-2024

In accordance with IGA Section 5.5.1 NON-DISPLACEMENT, "As part of its Annual Program Report, Partner will include a certification as to whether there was a Displacement of Current Partner-provided SHS Funds."

	FY18-19 Budget	FY19-20 Budget	FY22-23 (Prior FY) Budget	FY23-24 (Current FY) Budget	FY23-24 (Current FY) Actuals	Variance from Benchmark	Comments
Current Partner-provided SHS Funds (Partner General Funds) ^[5]	N/A	2,625,857	N/A	3,040,402	3,795,107	1,169,250	Decrease from FY19-20 amount requires a written waiver from Metro.
Other Funds ^[6]	10,885,397	N/A	14,172,443	-	12,228,286	1,342,889	Receive grants from the state to support houseless program
☒ Partner certifies that there was no displacement of "Current Partner-provided SHS Funds" (Partner General Funds).							
☐ Partner requests a written waiver from Metro to permit the displacement of "Current Partner-provided SHS Funds" (Partner General Funds). Provide explanation for waiver request in the comment section.							
^[6] 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. ^[7] 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.							