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# Agenda



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Meeting: Supportive Housing Services Oversight Committee Meeting  
Date: November 4th, 2024  
Time: 9:30 a.m. to 1:00 p.m.  
Place: Virtual meeting ([Zoom link](#))  
Purpose: Annual report presentations from Clackamas, Multnomah, and Washington counties.

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9:30 a.m. Welcome and introductions  
9:45 a.m. Conflict of interest declaration  
9:50 a.m. Public comment  
10:00 a.m. Presentation: Metro framing for annual representations  
10:10 a.m. Presentation and discussion: Washington County annual report  
10:55 a.m. Break  
11:05 a.m. Presentation and discussion: Multnomah County annual report  
11:50 a.m. Break  
12:00 p.m. Presentation and discussion: Clackamas County annual report  
12:45 p.m. Next steps  
1:00 p.m. Adjourn

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកម្មប្រតិបត្តិការរើសអើងសម្រាប់ទស្សនាគោលដៅ [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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## Supportive housing services – Oversight committee

Overview of role and responsibilities

Last updated: September 2024

### Background

In May 2020, voters in greater Portland approved Measure 26-210 to fund services for people experiencing or at risk of homelessness. The measure also established a “community oversight committee to evaluate and approval local plans, monitor program outcomes and uses of funds.”

The Metro Council established the Regional Oversight Committee on December 17, 2020 by amending Metro Code Chapter 2.19 via Ordinance No. 20-1453. The purpose of the Regional Oversight Committee is to provide independent program oversight on behalf of the Metro Council to ensure that investments achieve regional goals and desired outcomes and to ensure transparency and accountability in Supportive Housing Services Program activities.

### Oversight committee role and responsibilities

Requirement	Source text
<b>Local implementation plans and Regional Plan</b>	
Evaluate and recommend Local Implementation Plans	<b>SHS Work Plan, section 3.4:</b> The committee will be charged with the following duties...A. Evaluate Local Implementation Plans, recommend changes as necessary to achieve program goals and guiding principles, and make recommendations to Metro Council for approval.
Approve Regional Plan developed by the Tri-County Planning Body	<b>Tri-county planning body charter:</b> Develop a Regional Plan for <i>approval by the Regional Oversight Committee</i> that incorporates regional strategies, metrics, and goals as identified in Metro SHS Workplan and the counties’ Local Implementation Plans.
Review LIP amendments and recommend approval or denial to Metro Council for: <ul style="list-style-type: none"> <li>Alignment with Tri-County Plan</li> </ul>	<b>Intergovernmental Agreement, section 5.2.4:</b> Within one year of the adoption of the Tri-County Plan, and as needed thereafter, Partner will bring forward any necessary amendments to its Local Implementation Plan that incorporate relevant regional goals, strategies, and outcomes measures. The ROC will review the amendments and recommend approval or denial of the Plan amendments to the Metro Council.
Request County Partner amend its LIP: <ul style="list-style-type: none"> <li>Based on one or more SHSOC recommendations;</li> <li>Based on a significant change in circumstances impacting homelessness in the region;</li> </ul>	<p><b>Intergovernmental Agreement, section 5.2.3:</b> Within 60 days of the date that Partner presents its Annual Program Report to Metro Council, Metro or the ROC may, in consultation with the other, request that Partner amend its Local Implementation Plan based on one or more ROC recommendations or a significant change in circumstances impacting homelessness in the Region.</p> <p><b>SHS work plan, section 5.3:</b> The Regional Oversight Committee will review each Annual Progress Report and may recommend changes to the Local Implementation Plan to achieve regional goals and/or to better align the Local Implementation Plan with the Work Plan.</p>

Requirement	Source text
<ul style="list-style-type: none"> <li>To achieve regional goals; and/or</li> <li>To better align LIP with SHS Work Plan.</li> </ul>	
<b>Annual reporting and work plans</b>	
Review county annual work plans	<b>Intergovernmental Agreement, section 5.3:</b> Beginning in FY 2022-23, Partner must annually submit an Annual Work Plan to Metro and the ROC for their review on or before April 1 for the subsequent Fiscal Year.
Accept and review annual reports for consistency with approved Local Implementation Plans and regional goals	<b>SHS work plan, section 3.4:</b> The committee will be charged with the following duties:...B. Accept and review annual reports for consistency with approved Local Implementation Plans and regional goals.
Provide annual reports and presentations to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners assessing performance, challenges and outcomes	<b>SHS work plan, section 3.4:</b> The committee will be charged with the following duties:...D. Provide annual reports and presentations to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners assessing performance, challenges and outcomes.
<b>Fiscal oversight</b>	
Monitor financial aspects of program administration, including review of program expenditures.	<b>SHS work plan, section 3.4:</b> The committee will be charged with the following duties:...C. Monitor financial aspects of program administration, including review of program expenditures.
Annual review and consideration of whether the recommended administrative costs should be reduced or increased. (for Metro, County Partners and service providers)	<b>SHS work plan, section 5.3:</b> As part of the annual review process, the Regional Oversight Committee will evaluate tax collection and administrative costs incurred by Metro, Local Implementation Partners and service providers and consider if any costs should be reduced or increased. The committee will present any such recommendations to the Metro Council.
Review Metro Budget	<b>IGA 5.4.1:</b> At least annually, Metro will prepare a written budget for its SHS program that details its use of Income Taxes and its Administrative Expenses and will present its SHS budget to the ROC [Regional Oversight Committee]. The ROC will consider whether Metro’s SHS budget, its collection costs, and its Administrative Expenses could or should be reduced or increased. The ROC may recommend to the Metro Council how Metro can best limit its collection and Administrative Expenses in the following Fiscal Year.
Review five-year forecast	<b>IGA 7.2.1.1:</b> Metro’s CFO, in consultation with the FRT, must prepare a five-year revenue forecast to support the Counties in developing their annual budgets and revising current year estimates as needed. The forecast will evaluate Income Taxes collection activity, SHS program expenditure activity, cash flows, adequacy of funds in Stabilization Reserves, economic factors impacting tax collections, and the overall financial health of the SHS program. Metro will provide these forecasts to the ROC and TCPB by the first business day in December, and provide timely updates of those projections, as available.



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Requirement	Source text
<b>Other</b>	
Provide input on corrective action plans before Metro requires them of counties	<b>Intergovernmental Agreements, section 6.3.5:</b> after appropriate notice and opportunity to remedy identified concerns, Metro reasonably determines that Partner is not adhering to the terms of its Plan, current Annual Work Plan or Annual Program Budget, or current spend-down plan, then Metro may, with input from the ROC and from Partner, require Partner to develop a Corrective Action Plan.

## **Supportive housing services regional oversight committee**

### **Meeting guidelines**

Arrive on time and prepared.

Share the air – only one person will speak at a time, and we will allow others to speak once before we speak twice.

Express our own views or those of our constituents; don't speak for others at the table.

Listen carefully and keep an open mind.

Respect the views and opinions of others, and refrain from personal attacks, both within and outside of meetings.

Avoid side conversations.

Focus questions and comments on the subject at hand and stick to the agenda.

When discussing the past, link the past to the current discussion constructively.

Seek to find common ground with each other and consider the needs and concerns of the local community and the larger region.

Turn off or put cell phones on silent mode. Focus on full engagement in the meeting, and refrain from conducting other work during meetings as much as possible.

Notify committee chairperson and Metro staff of any media inquiries and refer requests for official statements or viewpoints to Metro. Committee members will not speak to media on behalf of the committee or Metro, but rather only on their own behalf.

## **Group agreements**

We aren't looking for perfection.

WAIT: why am I talking / why aren't I talking.

You are the author of your own story.

Impact vs intention: Intention is important, but we attend to impact first.

BIPOC folks or folks with targeted identities often don't / didn't have the privilege to assume best intentions in a white dominant space.

Invited to speak in draft- thought doesn't need to be fully formed.

We are all learners and teachers.

Expertise isn't privileged over lived experience and wisdom.

Liberation and healing are possible.

Expect non-closure.

Washington County  
Department of Housing Services  
Homeless Services Division



Supportive Housing Services

Fiscal Year 2023–2024

# Annual Report

October 31, 2024



161 NW Adams Ave  
Unit 2000  
Hillsboro, OR 97124  
[WashingtonCountyOR.gov/Housing](http://WashingtonCountyOR.gov/Housing)



# Annual Report

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# Executive Summary

Together, we are making the experience of homelessness rare and brief in Washington County. While state and national trends show upticks in homelessness, Washington County has **achieved a 35.5% decline in unsheltered homelessness** with a solutions-based approach, thanks to investments from the voter-approved Supportive Housing Services measure. After three years of building this system of care, people experiencing homelessness in Washington County can now more easily connect with immediate shelter and housing services. This regional transformation is only possible through local partnerships, cross-sector collaboration, and political leadership. Through our coordinated system of care, we are closing encampments, helping Washington County residents access shelter and stable housing, and opening doors to home.



*Senator Wlnsvey Campos, Mayor Lacey Beaty, Chair Kathryn Harrington, Councilor Gerritt Rosenthal, Housing and Homeless Initiative Director Taylor Smiley Wolfe, Councilor Juan Carlos González attend construction event for Beaverton Year-Round Shelter.*

Our local partners are the heart of this work, meeting individuals experiencing homelessness where they are and connecting them to services. The 24 community-based providers that contract with the County provide a network of geographically coordinated and person-centered support services. Together, these local partnerships make up a system of care that includes outreach workers serving the entire county, more than 400 shelter beds, thousands of supportive housing placements, and over 100 case managers with the expertise and relationships to guide people experiencing homelessness toward long-term, stable housing solutions.

Our city jurisdictional partners are expanding regional housing capacity, working side by side with the County to coordinate services in partnership with local shelters, law enforcement, library services, local businesses, neighbors and more. The City of Hillsboro and the City of Beaverton are developing purpose-built year-round shelter capacity, while the City of Tigard supports a local shelter project in their community. We're proud to partner and fund staff coordination services helping to make homelessness rare and brief in Beaverton, Hillsboro, Tigard, Tualatin, and Sherwood.

Through cross-sector collaboration, we are meeting individuals' holistic needs with healthcare, behavioral health and housing coming together. Washington County is in the midst of transforming how homeless services are delivered, tearing down silos and building up integrated systems to connect health and housing services and funding sources that will better serve entire families. We have embedded liaisons in Community Corrections, the Hawthorn Walk-in Center behavioral health clinic, and other points of service where housing needs intersect. We are partnering with Virginia Garcia Medical Center to provide on-site medical care and coordination for shelter participants needing respite care and meeting biweekly with hospital and health system partners to conduct healthcare case conferencing. We are also investing in transitional housing, prioritizing projects that will provide behavioral health funded services on site to support people in their transitions to recovery.



*Partners from Community Partners for Affordable Housing (CPAH) and Sequoia Mental Health Services give a tour of Heartwood Commons for local and federal officials.*

Finally, political leadership makes this work possible by prioritizing pathways to housing. At the start of the program year, some members of our community expressed concerns about opening two new pod shelter programs in Washington County. After a lengthy public engagement process, the Washington County Board of Commissioners directed staff to move forward with the programs. As of July 2024, our pod shelter program supports more than 90 guests every night with a safe place to sleep and resources to get connected to stable housing. Since the opening of the pod shelters, several neighbors have come forward to acknowledge the progress made with encampments reduced or eliminated across the county. This progress would not have been possible without collaboration between political leaders across Washington County.

Looking to the future, program year four will focus on making our comprehensive system of care even more effective as SHS resources are fully allocated, committed, and assigned. The achievement of this significant milestone means that our staff are working to ensure our homeless services system of care continues to improve how it serves our community and addresses the most pressing needs within the constraints of available resources. This will require continuous process improvement and will be based in community listening, program evaluation and evolution, and coordination across systems of care. We remain committed to the goal of making the experience of homelessness rare, brief, and one-time.

# Stories of Hope

## Meeting program participants where they are

Amanda has been working as a Project Homeless Connect outreach team member for years and she has seen the night-and-day difference Supportive Housing Services (SHS) resources have made in Washington County. Chad is newer to his role with the organization, bringing important lived experience to this work. Chad's firsthand experience of homelessness and struggle with addiction enable him to relate with program participants on a deeper level.

Recently, when Amanda and Chad set out for their outreach shift, they were prepared with a box of ham and cheese sandwiches, bagged lunches, bottled water, and a short list of people they wanted to connect with throughout the day. The goal was to offer resources and support to anyone in need as they made their rounds. They noted that many locations that used to be filled with tents are now mostly cleaned up, with only a handful of people passing through.

One of the people they were looking for, "Scott," was at the park enjoying lunch with a few other people. Amanda and Chad introduced themselves to the small group warmly. They chatted briefly with one person who they knew had recently gotten an apartment, and introduced themselves to a new person, sharing information about the "yellow house" where he could get connected to a variety of resources. Then they talked with Scott, asking about his health, checking in on where he was staying, reminding

him that his housing case worker was working on his housing paperwork and that they hoped to have good news for him soon. After a few minutes of friendly conversation, Amanda and Chad wished the group a good afternoon and promised to check back in in a few days.

There is more work to be done. The team expressed concern for many of the people they work with, hoping they can hold on a few more months, and get into housing before winter.

Reflecting on the last few years, Amanda said, **"We went from working out of churches and borrowed spaces, to being able to offer a space where people can find showers, food, help, and ultimately housing. It's life changing!"**



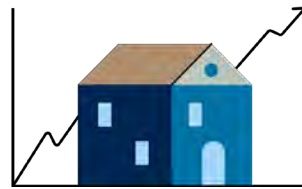
*Chad Giakas, Amanda Terpening, and Wes Barrett are part of the outreach team for Project Homeless Connect.*

# The Year in Numbers: Highlights



**2.5  
Years**

average length of homelessness for people who moved into housing



**100%  
SHS Budget  
Spent**

exceeding the 85% goal



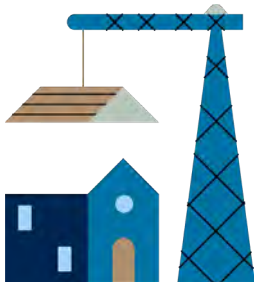
**10,400+  
People**

served through SHS-funded services



**4,400+  
People**

remained housed with eviction prevention and rent assistance programs



**1,200+  
People**

moved into housing through SHS-funded programs



**90  
New Shelter  
Pods**

exceeding our goal. 1,844 people accessed shelter across 420 shelter units.

## Housing Programs: Where Stable Housing and Services Align

Washington County’s homeless services system remains focused on our goal of providing people experiencing or at risk of homelessness with long-term housing. Housing programs include eviction prevention to avoid homelessness, rapid rehousing case management and time-limited rent assistance to help people transition out of homelessness and stabilize to independence, and regional long-term rent assistance (RLRA) paired with housing case management services to help people who have been homeless, oftentimes for many years, find stable housing again and thrive with ongoing supports. Washington County also launched a new program which offers move-in assistance to help households who just need a little bit of financial support to secure an apartment and quickly get back on their feet.

We set ambitious housing goals to stretch our system and best serve our community. While we did not meet all of our housing goals this last fiscal year, we are proud of the outcomes achieved and are in the process of implementing several process improvements that will keep our work on track to meet ambitious and achievable goals next year.

	Outcomes	Goal
Housing Case Management Services	399 households	500 households
Rapid Rehousing	241 households	300 households
Eviction Prevention	1,569 households	500 households
<b>NEW</b> Move in Assistance *	6 households	200 households

\*This program was delayed and continues to be refined to improve effectiveness.

To maximize the effectiveness of homeless services programs, Washington County braids funding sources together. The Affordable Housing Bond provides a critical opportunity to leverage affordable housing with supportive housing services. Currently, RLRA vouchers support renters in five housing bond funded projects, including the Heartwood Commons and the Viewfinder where project-based vouchers paired with on-site services have created 74 units of dedicated Permanent Supportive Housing (PSH) to date. Plambeck Gardens is the next Affordable Housing Bond project planned with dedicated PSH units.

*The Viewfinder combines on-site services with rental assistance for 20 families.*



## Shelter Programs: A Steppingstone to Housing

In our third program year, shelter capacity increased with 90 new shelter pods through the Safe Rest Pods program, exceeding our annual goal of 60 shelter units. This was due in large part to additional funding from Governor Tina Kotek's Executive Order 2023-02, part of her statewide plan to address homelessness.

Last year, three shelter pod sites in Aloha, Hillsboro, and Cornelius opened their doors. This pod shelter capacity fills a critical need in our system while purpose-built year-round shelters are under development and provides an alternative model of sheltering that has helped many chronically homeless individuals come inside.

Two permanent shelter sites, in partnership with the City of Beaverton and Just Compassion of East Washington County (located in Tigard), are under construction and an additional site is gearing up for construction, in partnership with the City of Hillsboro. When completed, these three sites will create roughly 175 permanent shelter units, allowing Washington County to move away from temporary shelter capacity. In total, Washington County maintains a system of 433 shelter units, 420 of which are funded by the SHS measure.



*Safe Rest Pod shelters allowed Washington County to increase shelter capacity with 90 additional units last year.*



*Just Compassion and partners celebrate the ground breaking for the Just Compassion Resource Center.*

## Outreach Programs & Access Centers: The Front Door to our System of Care

Washington County works with 10 community-based organizations to provide geographically designated and population-specific outreach services. These providers know unsheltered community members by name, build trust over time, and create connections to services. During severe weather events, outreach workers deliver blankets and water, provide transportation to emergency shelters, and coordinate with emergency response services to keep people alive. When someone's name comes up on a housing waitlist, our outreach providers are the first to know where to find them.

Washington County is anticipating the development of two access centers, which were awarded funding during program year three. Access centers will provide meals, storage, showers, and connections to shelter, housing and other services for our homeless community seven days a week. These community centers will be safe and welcoming places for people experiencing homelessness, offering points of connection on their path to stability. Importantly, these future centers will also activate as emergency shelters during heatwaves and cold snaps. Just Compassion Resource Center (developed, owned, and operated by Just Compassion) is currently under construction and Project Homeless Connect will break ground on their Hillsboro access center later this year. Up to two additional access centers are planned for Western Washington County and the Beaverton area.



Linda grew up around Vernonia and Hillsboro and often went camping with her family. She has a lot of appreciation for the outdoors and teases when she calls herself “born and bred country folk.” But Linda never expected camping would become her only home when she became homeless 15 years ago.

Linda has struggled with lupus since she was a teenager and started self-medicating with alcohol and pain meds as a young adult, which ultimately led to a substance addiction, and later homelessness. She bounced around Washington County for many years, just trying to survive.

But that all ended when her best friend, who had been sober for many years, refused to give up on her. With her friend’s support, step by step, Linda was able to seek treatment, make different choices, get healthier, and stay sober. Four years later, Linda hasn’t looked back.

Linda maintained her sobriety, trying to put together a deposit and find housing she could get approved for and afford, but she was still homeless. That’s when she met her case manager who helped Linda to get her apartment. Linda recently moved into her first apartment in more than a decade, and her case manager continues to support her as she adjusts to life back inside.

Tragically, Linda lost her daughter this year and is grieving a loss no parent wants to imagine. But she is more focused than ever on staying housed and sober because she needs to be ‘grandma’ for her two grandsons. The playground outside her new apartment is a perfect spot for the young boys to play when they visit their loving grandma at her new home.

**“I can look in the mirror and be okay with myself and know that it has been worth all the hardship it took to get here and be there for them,”** she said.



*Linda’s apartment complex has an on-site playground for her two grandsons to enjoy whenever they visit.*

## Stories of Hope

Being a grandma starts with a stable home

# Partnership in Action at the State Level

When Governor Tina Kotek signed Executive Order 2023-02 (EO 23-02) declaring a state of emergency in much of Oregon due to homelessness, Washington County was already hard at work addressing homelessness in our community. Additional resources from EO 23-02 were used to fund the purchase of 60 brand new pallet homes and extend operations at winter shelter locations to operate year-round. These pallet homes give us flexibility to move to new locations down the road as needed and provide urgent shelter capacity while permanent shelters are under construction.

“Addressing Oregon’s homelessness crisis takes all of us doing everything we can, every day, and that’s exactly what Washington County did through my emergency order,” Governor Tina Kotek said on January 8, 2024. “I am inspired by the progress they have made, and it sends a clear message that if we work together, Oregon can be a place where everyone has a safe place to live.”

This executive order directed local Continuum of Care agencies (Washington County Homeless Services Division) to focus on bringing unsheltered individuals inside. Washington County responded by establishing Locally Coordinated Command Centers (LC3s) that prioritized areas with larger encampments and/or higher levels of unsheltered homelessness for focused engagement. The LC3s brought outreach, shelter, and housing opportunities together to identify the best options for community members living unsheltered in encampments across the county and work collaboratively to get people inside.

Oregon Housing and Community Services and the Oregon Department of Emergency Management were instrumental in supporting Washington County. At the same time, Washington County leveraged partnerships with city jurisdictions, Metro, libraries, law enforcement, and community-based service providers. The first LC3 in operation in Washington County started on the outskirts of Forest Grove at the Highway 47 encampment. Working collaboratively, the LC3 developed a by-name-list of campers and offered every single person staying at that encampment a shelter option and a path to long-term housing. Linda (page 10) was part of this coordinated effort.



*Governor Kotek and other local officials celebrated the opening of the Hillsboro Safe Rest Pods on SW 17th Avenue.*

# System Capacity and Coordination

Over the last three years, Washington County has implemented a system of care that is strategically coordinated to meet our community's needs. This includes investing in community-based providers, engaging local experts and listening to community members with lived experience, coordinating programming across systems of care, and more.

## Investing in Provider Capacity

Washington County partners with 24 service providers, seven of which are culturally specific organizations, to provide services and advance our shared mission. Many of these service providers have grown exponentially with us over the last few years and building their capacity to serve is key to our system's ongoing success.

We are proud to report that all of our partner agencies participated in at least one equity-focused training with a diverse catalog of courses ranging from LGBT+ inclusion, Unconscious Bias, and Class, Race & Housing Inequities. Washington County continues to award technical assistance and capacity building grants to our service providers. This year \$235,000 in technical assistance funding was allocated to eight agencies. Fourteen agencies received a total of \$1.7 million in capacity building project funding in the second phase of the program. Capacity building projects have ranged from business services, human resources, strategic planning, policies and procedures, program design, development implementation, and evaluation. All seven culturally specific partner agencies have participated and been awarded technical assistance and/or capacity building project funding.

The Housing Careers program is a continued success, providing training and internship opportunities for community members with lived experience who are interested in housing related careers. In the second year of the program, 45 participants enrolled and 42 completed their project, achieving our goal for the program. The results will help evolve the program in year four, expanding the program beyond housing careers to general employment services and focusing the program to help housing participants successfully graduate from rent assistance programs with stable employment.

These approaches are helping Washington County build a diverse, empathic, and equitably compensated workforce. This year, Washington County providers reported that roughly 45% of their staff have lived experience of housing instability, and higher rates of staff identify as Black, Indigenous, Latino/a/e, or other persons of color compared to the general population. The County's evaluation of pay equity indicates that culturally specific providers, on average, pay their direct service workers higher rates of pay than non-culturally specific providers for SHS-funded positions. This trend has held steady over the past two program years. Service provider staff annual salaries for case management, outreach, shelter, and housing liaison positions range from \$50,000 to \$60,000, consistent with contractual recommendations and reimbursement rates for SHS funded programs.

# Stories of Hope

## Christina Matousek, Solutions Council member, discusses mental health & housing integration

Christina Matousek joined the Homeless Solutions Advisory Council (Solutions Council) in January 2024. Christina brings a wealth of lived and professional expertise to the group and was excited to hit the ground running. As the co-executive director of NAMI (National Alliance on Mental Illness) Washington County, she and her phenomenal team work to meet the needs of individuals and families struggling with mental health challenges at their day center in Aloha by offering 20+ support groups, meeting in person and virtually with participants, and advocating for coordination with other systems of care, particularly the housing system.

NAMI is the largest grassroots mental health organization in the world, and Christina explains that all her staff have lived experience with a mental health condition, including staff who have a child with a mental health diagnosis, staff who have experienced homelessness, and staff who have navigated outpatient services. In her work leading NAMI Washington County, Christina has seen firsthand how the County's homeless services system is serving people with mental health needs. Recently she shared two stories:

"Sarah" walked through NAMI's doors, ready to leave behind the domestic violence she was experiencing at home. She was first sheltered through Just Compassion, and then shortly after, her application was accepted for a sober living home. Sarah was able to apply for sober living because of the stability and support provided by Just Compassion and NAMI. Through the experience, NAMI empowered Sarah to make her own decisions and to this day Sarah continues to stay connected to their women's support group.

"Jessica" connected with NAMI two years ago when she was unsheltered and dealing with substance abuse. She had a lightbulb moment and put herself through Hooper Detoxification Stabilization Center. After detox, Jessica stayed at a pod shelter in Washington County before getting a housing voucher and moving into long-term housing. Today, she is still housed and works at NAMI as a resource coordinator and provides janitorial services. After Christina and Jessica attended a Washington County public listening session this summer, Christina shared, **"I saw 'Jessica' sitting with the Washington County housing director. She has come so far because now she sits at the table where decisions are made!"**



*Christina hard at work at the NAMI Washington County day center located in Aloha providing a space for walk-ins, on-going support groups, and coordination.*

## Advancing a “One Governance” Approach

Consistent with regional goals to increase access and inclusion in our community advisory bodies, Washington County has modernized our governance structure to ensure policy guidance, program oversight, and public transparency with diverse voices and representation from across Washington County. This included a “One Governance” initiative to align multiple advisory bodies into a single governance structure. The new Homeless Solutions Advisory Council or the “Solutions Council” launched in January 2024 with 10 members. The Solutions Council currently hosts three important subcommittees: Performance Evaluation, Lived Experience, and Equitable Procurement.



*Homeless Solutions Advisory Council Members*

## Cross-sector Alignment

The Homeless Services Division is also leveraging other systems of care, working closely with our Health and Human Services Department, Community Corrections Department, and health system partners to end homelessness for participants of these adjacent systems.

First, Washington County was awarded a \$3 million grant with CareOregon for the development of permanent supportive housing in Forest Grove. The property was acquired for this permanent supportive housing project last year and project design planning is underway, with the County participating in the State of Oregon’s Supportive Housing Institute hosted by the Corporation for Supportive Housing.

Washington County, Virginia Garcia Memorial Health Center, and Greater Good Northwest have partnered to create a Low Acuity Transitional Support program at the Hillsboro Bridge Shelter. The program serves unhoused individuals who need additional medical care while stabilizing in shelter and working toward stable housing. The program currently operates 10 beds of respite shelter and receives referrals from hospitals in Washington County.

To support this initiative, Washington County was awarded a \$250,000 grant from Kaiser Permanente to launch and sustain the medical respite pilot for two years. As part of the grant award, the Homeless Services Division will work with the National Institute for Medical Respite Care to build a program model that leverages Medicaid and healthcare funding to support the financial sustainability of the program and ensure the highest standards of care in our services.

Additionally, our healthcare case-conferencing program—partnering with Health Share, CareOregon, Kaiser Permanente, Pacific Source, Oregon Health & Science University (OHSU), and Providence—continues to connect participants experiencing homelessness to healthcare services. Case conferencing takes place twice a month among health and housing partners and is focused on supporting specific and shared clients with healthcare needs in our homeless services system. This case conferencing process also helps housing system providers navigate the health and behavioral health systems.

Beyond our healthcare partnerships, our Housing Liaisons program remains a key component of our cross-sector collaboration. Through this program, trained housing system navigators are embedded in other divisions and departments, working side by side with staff in behavioral health, child and maternal health and community corrections to help their participants identify housing options available in the community and navigate our system.



*Gennesis with her daughter*

### **Harnessing lived experience to help others find housing**

Gennesis Morris participated in the Housing Careers Pilot Program. The Housing Careers Pilot Program provides a pathway for program participants to intern in various housing programs. This program allows participants to harness their lived experience as an invaluable tool to help others and develop career experience.

Today, Gennesis is a housing case manager here in Washington County and supports herself and her daughter through a full-time career helping others find housing.

**“This changed my life completely,”** Gennesis told KOIN 6 News in June 2024. **“I think I would’ve been maybe still in my addiction. I think this internship gave me hope again and let me know that my lived experience is everything and that’s how I better serve participants.** This helped put me in a position to be able to help people and conquer all my dreams and goals without a college degree.”

## Stories of **Hope**

# Evaluation and Quality Improvement

The Homeless Services Division conducts an equity analysis of our outcomes data biannually to inform program improvements and budgetary investments. This analysis includes population data consideration and comparing race and ethnicity demographics of households that seek services in our system, with households who achieve stable housing through our programs. The analysis also considers the rates of poverty, race and ethnicity in the general population of Washington County (see Attachment F for full analysis)

This year's equity analysis work found that our programs are generally serving higher rates of Black, Indigenous, and Latine households than are represented in the general population, population of poverty, and among households seeking services. We see this result most strongly with our Latine program participants. These outcomes align with the results of our equity analysis from previous years and confirm that our partners and our programs are reaching the communities we aim to serve to combat historic and persistent discrimination and disparities in housing. We also continue to see that Asian-American & Pacific Islander households experience higher rates of poverty in Washington County than the rate of households seeking our housing services. However, we are having greater success serving the Asian population through our Eviction Prevention program and generally find that the Eviction Prevention program serves the highest rate of communities of color out of all Homeless Services programs. Additional strategies are underway to better understand and address this disparity.

This year, the Homeless Services Division also conducted our second annual provider performance evaluation and report. The process assessed service providers' performance, collected organizational information, and gave providers the opportunity to comment on any challenges faced in fulfilling contractual obligations. The performance evaluation and reporting process focused on four areas: contracted performance standards by program type, financial metrics at the organization level, staff demographic data, and pay equity by position type. The results from the Annual Performance Evaluation and Report also helped inform SHS contracting decisions for program year four, including the award of multi-year contracts for high-performing organizations. Additional improvements are planned for this year including monthly scorecards for our partners to help them see and manage their performance throughout the year and performance improvement plans to provide more structure and support for struggling organizations.

The Homeless Services Division also designed and piloted a new monitoring framework. This was piloted with one service component to evaluate the program delivery of Rapid Rehousing services. The monitoring included a review of policies and procedures assessing how partners are delivering culturally responsive services, case file reviews, and compliance with program standards outlined in service contracts and the Division's program manual. The pilot monitoring program included opportunities for partner agencies to provide feedback on their experiences and make suggestions to improve the monitoring structure.

The formal monitoring process will fully launch in our fourth program year.

Finally, the Homeless Services Division evaluated our own internal processes to make improvements in quality and efficiency. In program year three, we created multi-service contracts to reduce contract preparation and tracking for all parties and alleviate the burden for providers to manage multiple contracts. Another milestone was reducing our average invoice processing time down to 18 days through process improvements, invoice automation and an expanded finance and accounting team.

# Stories of Hope

## A bridge to home for Kayla and her family

Kayla stayed at the Tigard family shelter, Bridge to Home, and was able to move into long-term housing with her family last winter. The shelter is owned and operated by Family Promise of Tualatin Valley, one of the 24 service providers working with us in Washington County on homeless services. Their mission is focused on serving families with children in east Washington County. Once their shelter reaches full capacity, they will be able to serve 70 families and/or adults with higher medical needs with shelter while they get connected with long-term housing solutions.

She said, "You wouldn't know that we were homeless when we were here at Family Promise because we weren't homeless; we had a bridge to home. Because of that, because of our case manager, because of Family Promise, because of everyone that helps here who helped us so much, we now have an amazing home that we live in. ...

**All the other cities, other countries in the world, take a note, take a lesson because this is how you change the world!"**



*Kayla and Brady sat down with Washington County staff to share more about their family's journey to stable housing.*



# Financial Overview

In the third program year, Washington County originally budgeted \$86 million and amended the budget to \$96.2 million to accommodate rapid program growth and increased revenue forecast received in November 2023. The program was initially expected to expend 85% of this budget authority, as programs were continuing to be built and launched in year three. However, the Homeless Services Division far surpassed that spending target, expending 100% of the budget.

In year three, carry-over funds from the previous two program years were invested in eviction prevention services, shelter capital projects, technical assistance and capacity building grants for providers, and the development of the Center for Addiction Triage and Treatment (CATT). The CATT is a project to increase addictions treatment capacity in Washington County.

In our fourth program year, the Homeless Services Division has budgeted \$115 million based on the current available forecast. Remaining carry-over funds are fully committed or assigned to one-time investments in eviction prevention and capacity building for providers, or capital investments in transitional housing, access centers, and permanent emergency shelters. Given the volatile nature of this funding source, Washington County maintains healthy reserves to manage for unforeseen programmatic and economic crises.

In planning and preparing the budget for our fourth program year, the Homeless Services Division consulted with the Homeless Solutions Advisory Council and the Housing and Supportive Services Network. Feedback helped shape and refine budget planning to support stability across programs and ensure the housing outcomes our community is counting on. See Attachment G for the full annual financial report.



# Attachments

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# Workplan Goals and Outcomes

## Category 1: Housing/ program quantitative goals

Regional Metric	Annual Goal	Actual outcome	If you did not meet the goal, explain why and your plans for improving performance
<b>Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)</b>	500 Placements	399 placements	Described in PSH Goal Below
<b>Number of housing placements (people and households):</b>	1,000 HH	652 HH	We set ambitious but achievable goals. Last year, we got close, but didn't fully meet our goals. County staff and providers have had discussions about why our system isn't meeting the goals, and the reasons that rose to the top are detailed under each program.
<ul style="list-style-type: none"> <li>Permanent Supportive Housing (PSH)</li> </ul>	500 HH	399 HH	We set our goals early, so when we housed an additional 130 households (exceeding our goal to house 500 households) in PSH in Year 2, that may have impacted the capacity we had to house individuals and families in year 3. While we did expand capacity in year 3, we have learned that program expansions take time to result in housing placements.
<ul style="list-style-type: none"> <li>Rapid Re-Housing (RRH)</li> </ul>	300 HH	241 HH	We're also still scaling up our RRH program and adjusting program standards to support higher needs households that meet prioritization criteria. Our year 3 goals were set based on remaining capacity from year 2 and expanded capacity in year 3. Our RRH program continues to develop structures and processes to meet the needs of households with service needs similar to those who are enrolling in PSH programs.
<ul style="list-style-type: none"> <li>Move In Ready Fund</li> </ul>	200 HH	6 HH	The move in ready fund was just launched this year, and later than anticipated. Few households accessing traditionally homeless services pathways met initial eligibility criteria. Program access has been adjusted to engage the eligible Population B, and we anticipate the fund being more heavily utilized in the upcoming program year.
<b>Number of homelessness preventions (households):</b>	500 HH	1,565 HH	The County far exceeded eviction prevention goals with our partners, by continuing programming scaled during the pandemic. Eviction prevention resources have been a temporary intervention funded by carry forward investments. As the County faces budgetary limitations, and works to balance our system in alignment with the

			Population B 25% split, this eviction prevention program is unlikely to continue.
<b>Housing retention rate(s) (%)</b>			
<ul style="list-style-type: none"> <li>Permanent Supportive Housing (PSH)</li> </ul>	85%	92%	Washington County PSH programs far exceed our retention goals and national trends.
<ul style="list-style-type: none"> <li>Rapid Re-Housing/Short-term Rent Assistance</li> </ul>	85%	81%	We did not meet our retention goal for RRH but find that our retention rates are aligned with industry expectations. This lower percentage can be explained by the low volume of data we have currently for retention numbers in RRH.

**Category 2: RACIAL EQUITY – Strategies to meet regional goals and local/LIP strategies to address racial disparities**

Objective	Details	Did you achieve it? Y/N	Description of progress	If you did not meet the objective, explain why and your plans for doing so
Provide access to services and housing for Black, Indigenous and people of color at greater rates than Black, Indigenous and people of color experiencing homelessness	Increase understanding among racial disparities for Asian Americans/Pacific Islanders in housing programs to better reach and serve this community	Y	We continued to run bi-annual equity data analysis that showed this disparity continuing to occur but did see gains in serving Asian Americans/Pacific Islanders through Rapid Rehousing and Eviction prevention programs. A staff person of the County’s Office for Equity, Inclusion, and Community Engagement also reviewed our program outcomes and made recommendations for next steps, including building relationships with service providers targeting these populations and increasing language access – both efforts are currently underway.	
	Continued evaluation of Community Connect to ensure phased approach results in greater access to housing programs for Black, Indigenous, Latino/a/e, Asians, Pacific Islanders, immigrants, and refugees.	Y	Community Connect is included in our bi-annual equity analysis that we conduct to assess how our is serving Black, Indigenous and People of Color in housing programs. Additionally, we continued this work through the Tri-County Planning Body to ensure regional alignment.	

<p><b>Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs</b></p>	<p>Maintain seven culturally specific providers within the Washington County network and expand their contracting opportunities.</p>	<p>Y</p>	<p>See Attachment C</p>	
<p><b>Build (for provider network) anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance</b></p>	<p>Expand technical assistance and capacity building support for culturally specific providers</p>	<p>Y</p>	<p>See Annual Report, “Investing in Provider Capacity” section.  100% of our culturally specific have participated and been awarded technical assistance and/or capacity building project funding</p>	
<p><b>Build (for provider network) anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance</b></p>	<p>Expand Diversity, Equity &amp; Inclusion (DEI) training competencies to ensure 100% participation across the system of providers</p>	<p>Y</p>	<p>We are proud to report that all of our partner agencies participated in at least one equity-focused training with a diverse catalog of courses ranging from LGBT+ inclusion, Unconscious Bias, and Class, Race &amp; Housing Inequities.</p>	

**Category 3: CAPACITY BUILDING – Lead agency/systems infrastructure, provider capacity**

<b>Objective</b>	<b>Details</b>	<b>Did you achieve it? (Y/N)</b>	<b>Description of progress</b>	<b>Which LIP goal(s) does this objective advance and how does it advance the goal(s)</b>
Expand evaluation and monitoring programming to ensure contract outcomes and impact	In the third program year Washington County will strengthen our programs with evaluation and monitoring supports to enhance technical assistance, program improvements and community outcomes. This will include desk monitoring contract metric compliance management	Y	See “Evaluation and Quality Improvement” section of Annual Report	Create a Standard of Care among all service providers that is culturally responsive, based in housing first principles, guided by people with lived experience and informed in the best practices of trauma-informed and people-centered care; Establish consistent definitions, standards of care and evaluation practices to improve service provision, outcomes and supports for community partners
Launch new aligned governance structure to oversee and advise the entire homeless services system	As Washington County prepares for the coming program year and experiences continued growth in our homeless system, we are bringing our reporting and governance bodies into coordinated alignment as one homeless services system. This includes a reorganization of advisory bodies and streamlining a single set of guidance.	Y	See the “Advancing a ‘One Governance’ Approach” section of Annual Report.	
Launch 45 new housing careers	The Housing Careers Workforce Development Project recently launched. In the coming year, the program has the infrastructure to partner with leading experts to recruit, train, support and employ at least 45 individuals, with a preference for BIPOC participants who were previously homeless or experienced housing instability and desire to grow a career in the homeless services industry.	Y	45 program participants were enrolled in the Housing Careers Workforce Development Project and 42 completed the program.	Diversity of staff by race, ethnicity, sexual orientation, gender identity, disability status and lived experience. The investment strengthens the system and ensures expanded culturally specific provisions and services to help meet the needs of the community and increase the workforce.

**Category 4: OTHER ANNUAL GOALS BASED ON LIP**

Objective	Details	Did you achieve it? (Y/N)	Description of progress	Which LIP goal(s) does this objective advance and how does it advance the goal(s)
Reduce average stays in shelter programs to less than 100 days	System evaluation has measured the length of time people are staying in our shelter programs. While there has been progress with shelter stays, such as adding case management until stable housing is secured and expanding year-round shelter capacity, we also know it is taking longer for people to become housed. This is largely because our shelters are open longer or year-round, so shelter stays are necessarily longer. Nonetheless, we want to ensure strong flow-through in our system such that people are able to secure housing and leave shelter as quickly as possible.	Y	Our average shelter stay for SHS shelter entries during year 3 was 91 days. Intentional efforts to increase diversionary programming for shelter residents, and coordination between shelter and housing programs have resulted in shorter shelter stays and increased exits to housing.  To clarify, this metric is different than the length of time program participants are in our system before they are housed. Participants in year 3 are in SHS programs on average 90 days before being housed (this number is shorter than average shelter stay length because some participants skip shelter entirely and move directly into housing).	The Washington County SHS System of Care will coordinate and strategize investments for Shelter and Transitional Housing; To coordinate long-term system goal, phasing investments requires evaluation of progress and adjustment of programmatic approaches including housing outcomes over time.
Create new graduation and housing retention approaches for households no longer in need of intensive	We understand that many households can reach a level of stability that would allow them to exit intensive support services and maintain their housing independently with minimal supports. These exits will support the inflow by allowing support services to be available to new	Y	We launched the RLRA only program in the spring of 2024, which allows households to continue to receive RLRA funding for stable rent assistance, without unnecessary case management.	Demonstrate housing placement and stability outcomes that advance racial equity and functionally end chronic homelessness with year over year system improvements and regional coordination.; Establish consistent definitions, standards of care and evaluation practices to improve service provisions and outcomes.

support services	households entering the system. This year, Washington County will implement a strategy that will create additional housing services capacity in our system, while providing just the right level of service needed for those in our housing programs.			
Launch new programs to improve system performance including Recuperative Care and youth focused housing programs	While many new housing programs have been launched and are robustly serving our communities in new ways, some programming area gaps remain. In the third program year, Washington County will launch new programs to better serve homeless youth and homeless individuals who need medical care while staying in our shelter programs.	Y	Launched Low Acuity Transitional Services (LATS) Program launched in fall 2023. The youth-focused housing program was delayed and redesigned from a site-based program to expanded scattered-site rental opportunities for youth.	Create Supportive Housing Placements with Permanent Housing and Supportive Services; Building partnerships and programs with the Healthcare system to leverage investments and better serve people experiencing homelessness with significant healthcare needs.
Open 60 new year-round shelter beds to complete our shelter system capacity	Pod shelter programs, or “safe rest villages” are demonstrated successful programs in Washington County offering an alternative shelter option for community members. Temporary pod shelter programs will provide shelter system capacity in advance of permanent shelter sites that will sustain this compacity long term. Additionally, 30 more shelter beds are anticipated to open in Tigard at the new Project Turnkey site operated owned by Tualatin Valley Family Promise.	Y	See “Shelter Programs: A Steppingstone to Housing” section of Annual Report.  At the end of the fiscal year, there were 420 shelter beds open in Washington County that are funded through SHS.	Add 250 year-round shelter beds in Washington County



**Category 5: Misc. Annual Report Requirements from Metro**

***Description of SHS procurement processes in year 3 and how they were equitable and transparent.***

The Homeless Services Division released three procurement processes in fiscal year 23/24. The first was the Beaverton Shelter Operator Request for Proposals (RFP), released in August of 2023, which sought proposals from qualified organizations to provide congregate shelter operations at the new 12,000 sq. ft. shelter in Beaverton. The second procurement was the Access Center Notice of Funding Opportunity (NOFO), released in February of 2024 which was a capital procurement seeking partnership with building or landowners to fund, develop, and support new Access Centers across the County. The third procurement process was a rolling RFP, opened each month for thirty days to seek proposals from affordable housing owners looking to add Permanent Supportive Housing services and/or RLRA vouchers into their development to further the county’s goal of 500 Permanent Supportive Housing placements. The county also participated in a Metro led Request for Pre-Qualification, along with Clackamas and Multnomah Counties, to expand eligible SHS contract partners to address consulting needs (ranging from communications to human resources to compliance and more, for more details see Attachment I).

Prior to the launch of any procurement, the department notifies interested parties through various channels, like email lists, advisory body meetings, community convenings, and through newsletters. To ensure that all interested applicants are informed on the expectations of the procurement, the department holds pre-conference meetings one week into the open procurement. This ensures there is ample time for applicants to digest the information available to them. During these pre-conference meetings, county staff describe the key elements of the RFP/NOFO, review the application submittal requirements, and answer questions from interested applicants. The meetings are always recorded and posted to the procurement page for all applicants to review. In addition, the department opens an anonymous question portal to answer additional questions from potential applicants.

To ensure continued equity and transparency, the department launched the Equitable Procurement Technical Subcommittee of the Homeless Solutions Advisory Council in June. The subcommittee has completed onboarding and is providing input into the procedures for how procurement processes are conducted and how contracts are awarded. This subcommittee’s first responsibility is to define local funding priorities for the annual Continuum of Care (CoC) HUD NOFO based on the information provided by the Performance Evaluation subcommittee.

***Regional Long-term Rent Assistance Data***

RLRA vouchers issued in year 3	393
Households newly leased up using RLRA in year 3	394
Total households in housing using RLRA in year 3	1262
Total households housed using an RLRA voucher since July 1, 2021	1375
Total people housed using an RLRA voucher since July 1, 2021	2321

# SHS Funded Programs Overview

Program name	Program type	Date program launched (contract executed)	Capacity (beds, people that can be served, etc.)	Population A/B	Contracted provider(s)
Quality Assurance	Capacity Building	July 1, 2023	19 FTE across partner orgs	Pop A/B	Bienestar, Boys & Girls Aid, Centro Cultural, Community Action, Community Partners for Affordable Housing (CPAH), Easter Seals, Family Promise of Greater Washington County (GWC), Family Promise of Tualatin Valley (TV), Good Neighbor Center, Greater Good NW, HomePlate Youth, Immigrants and Refugee Community Organization (IRCO), Just Compassion, Native American Rehabilitation Organization (NARA), Open Door Housing Works, Project Homeless Connect, New Narrative, Sequoia, Urban League
Community Connect	Coordinated Entry System	July 1, 2023	Undefined	Pop A/B	Community Action
Housing Liaison Services Program	Navigation	July 1, 2023	Undefined	Pop A/B	Project Homeless Connect, Open Door Housing Works, Bienestar, New Narrative, Community Action, Greater Good, Centro, Family Promise of TV
Street Outreach	Outreach	July 1, 2023	Undefined	Pop A/B	Forest Grove Foundation, Greater Good, HomePlate, IRCO, Just Compassion, New Narrative, Open Door, Project Homeless Connect
Inclement Weather Shelter Resource Team	Outreach	July 1, 2023	NA	Pop A/B	Open Door
Eviction Prevention	Prevention	July 1, 2023	Undefined/ Targeted 1270 Households	Primarily serves Pop B (Pop A eligible)	Centro, Community Action
Housing Case Management Services	PSH	July 1, 2023	1550 Households	Primarily serves Pop A  Pop B eligible (if 55+ and homeless)	Boys & Girls Aid, Bienestar, Centro, Community Action, CPAH, Centro, Easter Seals, Family Promise of GWC, Family Promise of TV, Good Neighbor Center, Greater Good, HomePlate, IRCO, Just Compassion, NARA, New Narrative, Open Door, Project Homeless Connect, Sequoia Mental Health Services, Urban League

Permanent Supportive Housing Clinical Case Management Services - Heartwood	PSH	July 1, 2023	54 Units	Primarily serves Pop A  Pop B eligible (if 55+ and homeless)	Sequoia Mental Health Services, CPAH, CDP Oregon LLC (Cornerstone Community Housing)
Permanent Supportive Housing Case Management Services - Viewfinder	PSH	Feb. 1, 2024	6 Units	Primarily serves Pop A  Pop B eligible (if 55+ and homeless)	Project Homeless Connect
Rapid Re-Housing & Homelessness Prevention	RRH	July 1, 2023	652 Households	Primarily serves Pop B (Pop A eligible)	Boys & Girls Aid, Bienestar, CPAH, Centro, Easter Seals, Family Promise of WC, Family Promise of TV, Good Neighbor Center, Greater Good, HomePlate, IRCO, Just Compassion, NARA, New Narrative, Open Door, Project Homeless Connect, Sequoia, Urban League
Alternative Shelter	Shelter	July 1, 2023	90 Units	Pop A/B	Open Door
Congregate Shelter	Shelter	July 1, 2023	115 persons	Pop A/B	Just Compassion, Open Door, Boys & Girls Aid
Non-Congregate Shelter	Shelter	July 1, 2023	205 Units	Pop A/B	Centro, Project Homeless Connect, Family Promise of TV
Inclement Weather Shelter	Shelter	July 1, 2023	Undefined	Pop A/B	Project Homeless Connect, Just Compassion
Recovery Care	Shelter	July 1, 2023	10	Pop A/B	Greater Good
Furniture Services	Support Services	July 1, 2023	NA	Pop A/B	Oregon Community Warehouse
Housing Careers	Workforce	July 1, 2023	Undefined	Pop A/B	Open Door, Worksystems

# SHS Service Provider Contracts

For services to be delivered July 1, 2023 to June 30, 2024 – Multicomponent Contracts Only

Name of provider	Programs/ services in contract	Culturally specific provider? Y/N	Population served (Black, Indigenous, etc.)	FY 23-24 contract amount	Total invoiced in FY 23-24	Total paid in FY 23-24
Bienestar Inc	Housing Liaison Services, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), Quality Assurance, and Culturally Specific Administrative Support	Y	Latine, Black, Indigenous and People of Color, Families, Adults	1,520,116	1,036,881	1,036,881
Boys & Girls Aid Society of Oregon	TAY Youth Congregate Shelter, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Transitional Age Youth	678,051	509,280	509,280
CDP Oregon LLC	Permanent Supportive Housing (PSH) Resident Services at the Viewfinder		Viewfinder residents	133,000	106,602.46	106,602.46
Centro Cultural of Washington County	Casa Amparo Non-Congregate Shelter, Centro Motel Non-Congregate Shelter, Shelter Housing Liaison Services, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), Quality Assurance, and Culturally Specific Administrative Support	Y	Latine, Families	9,010,027	8,060,989	8,060,989
Community Action Organization	Housing Liaison Services (HL), Housing Case Management Services (HCMS), Quality Assurance, and Community Connect		All eligible SHS program participants	9,764,496	9,443,985	9,443,985
Community Partners for Affordable Housing	Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), Permanent Supportive Housing (PSH), and Quality Assurance		Adults	948,635	671,963	671,963
Easter Seals Oregon	Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Adults ages 55+	976,453	627,773	627,773
Family Promise of Greater Washington County	Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Families	762,847	457,438	457,438

Family Promise of Tualatin Valley	Tigard Non-Congregate Emergency Shelter, Housing Liaison Services (HL), Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Families	4,357,041	3,912,900	3,912,900
Forest Grove Foundation	Street Outreach		All eligible SHS program participants	306,102	341,233	341,233
Good Neighbor Center	Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Families	1,137,459	755,973	755,973
Greater Good Northwest	Street Outreach, Hillsboro Non-Congregate Shelter, Housing Liaison Services, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), Quality Assurance, and Culturally Specific Administrative Support	Y	Families, Transitional Age Youth, Adults, Adults ages 55+	4,265,682	3,322,439	3,322,439
HomePlate Youth Services	Street Outreach, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Families, Transitional Age Youth	1,217,339	970,262	970,262
Immigrant & Refugee Community Organization	Street Outreach, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), Quality Assurance, and Culturally Specific Administrative Support	Y	Immigrants and refugees, Families, Adults ages 55+	2,052,843	1,043,681	1,043,681
Just Compassion of East Washington County	Street Outreach, Beaverton Congregate Shelter, Tigard Congregate Shelter, Inclement Weather Shelter, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Adults	3,610,266	3,358,377	3,358,377
Native American Rehabilitation Association of the Northwest Inc	Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), Quality Assurance, and Culturally Specific Administrative Support	Y	American Indian/Alaska Native, Families, Adults ages 55+	820,362	227,001	227,001
New Narrative	Street Outreach, Housing Liaison Services (HL), Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Adults	1,840,081	1,370,252	1,370,252

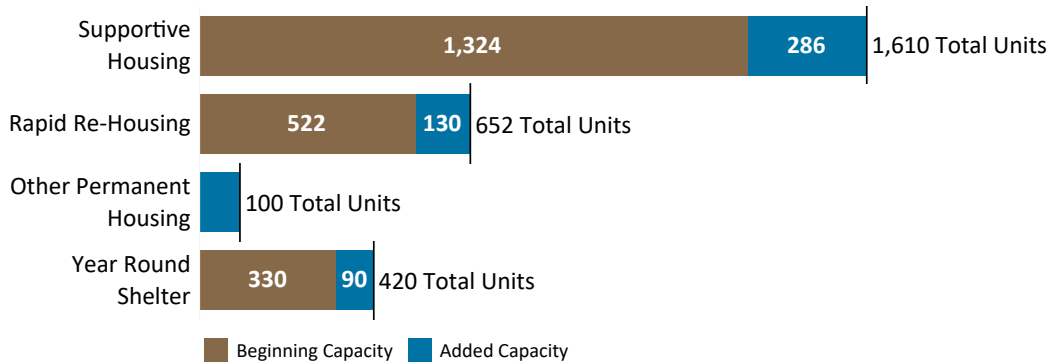
Open Door Housing-Works	Street Outreach, Hillsboro Congregate Shelter, Inclement Weather Shelter/Resource Team, Alternative Pods, Alternative Pods Site Preparation, Alternative Pods, Housing Liaison Services (HL), Rapid Re-Housing (RRH), Housing Case Management Services, (HCMS), Quality Assurance, and Housing Careers Program, Operational services for the Hillsboro Alternative Shelter Pods		All eligible SHS program participants	9,033,799	7,180,509	7,180,509
Oregon Community Warehouse Inc	Household Supplies		All eligible SHS program participants	1,050,000	717,900	717,900
Project Homeless Connect Washington County	Street Outreach, Motel Non-Congregate Shelter, Inclement Weather Shelter, Housing Liaison Services, Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), and Quality Assurance		Adults	5,214,411	4,508,257	4,508,257
Sequoia Mental Health Services	Housing Case Management Services (HCMS), Permanent Supportive Housing (PSH), and Quality Assurance		Adults	1,222,367	752,658	752,658
Urban League of Portland	Rapid Re-Housing (RRH), Housing Case Management Services (HCMS), Quality Assurance, and Culturally Specific Administrative Support	Y	Black, Indigenous, People of Color, Adults	745,790	573,366	573,366
Virginia Garcia Memorial Health Center	Culturally Specific Administrative Support, and Recuperative Care Services	Y	Black, Indigenous and People of Color, and other culturally specific services	335,499	332,934	332,934
Worksystems Inc	Housing Careers		SHS program participants with lived experience of homelessness	1,200,401	678,729	678,729

# SHS Annual Performance Metrics

## SHS Outcome Metric 1: System Capacity

Number of housing and shelter units created and maintained through SHS funds

### Number of Housing or Shelter Units Created and Total Capacity



## SHS Outcome Metric 3.1: Total Households and Individuals Served by Program Type

Number of households and individuals served by SHS programs at any point during the reporting period. For Housing Programs, this count includes people who were enrolled and not yet housed.

### Total HOUSEHOLDS Served by Program Type

Total Unique Households Served		5,694
Access Programs	Shelter & Transitional Housing	1,367
	Street Outreach	1,061
	Services Only	564
Housing Programs	Supportive Housing	1,574
	Rapid Re-Housing	666
	Other Permanent Housing	6
	Prevention	1,569

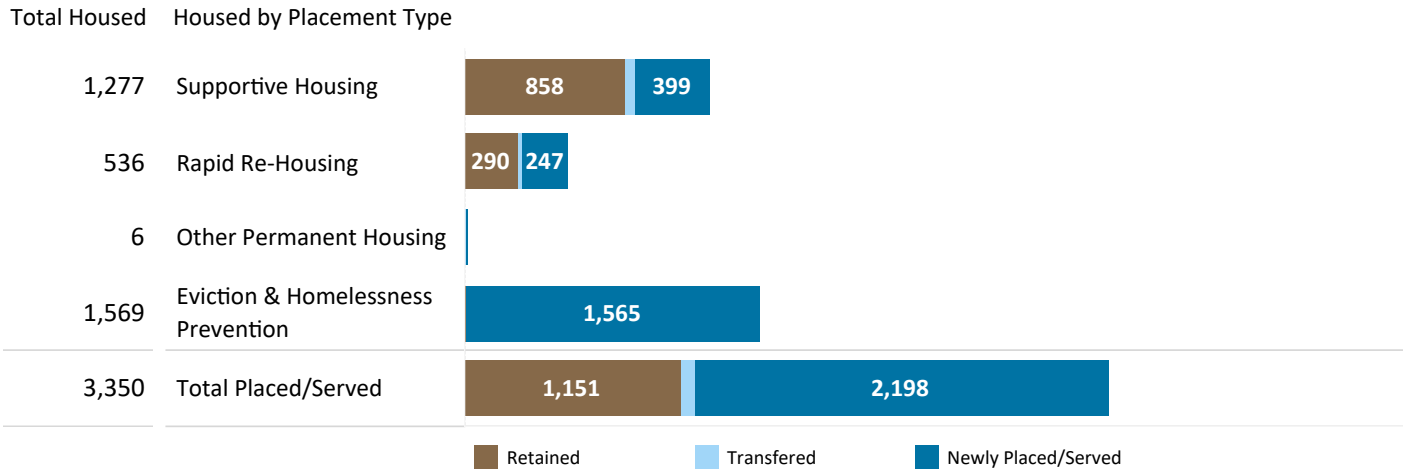
### Total INDIVIDUALS Served by Program Type

Total Unique Individuals Served		10,466
Access Programs	Shelter & Transitional Housing	1,844
	Street Outreach	1,192
	Services Only	651
Housing Programs	Supportive Housing	2,559
	Rapid Re-Housing	1,559
	Other Permanent Housing	6
	Prevention	4,451

### SHS Outcome Metric 3.2: Housing Placements & Homelessness Preventions

Number of housing placements and homelessness preventions, by housing intervention type (e.g. supportive housing, rapid rehousing).

#### HOUSEHOLDS Placed into Housing Programs or Receiving Eviction Prevention resources



Households newly housed and retained in projects during the reporting period. Households in permanent housing projects must have a valid housing move-in date.

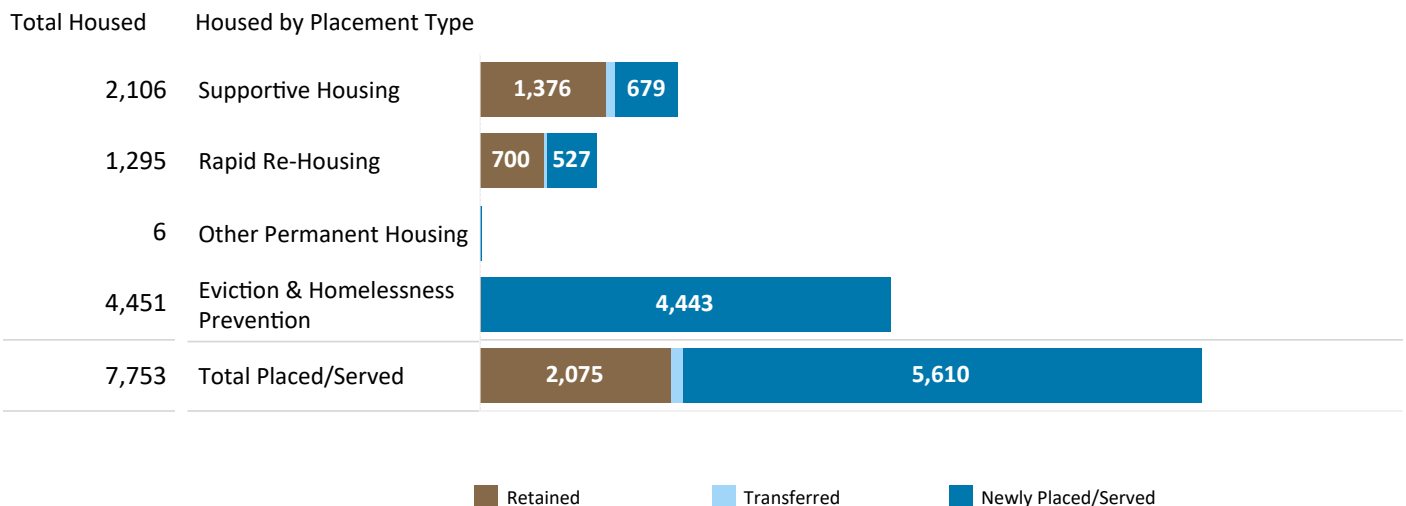
**Retained** refers to households who moved into housing in a prior reporting period and were still in the same housing program at some point during the current reporting period

**Transferred** refers to households who were housed with one provider/program and then moved to another housing provider or program while still housed. Some Transfer Placements may occur during the same reporting period as the initial placement and households may be counted in both groups.

**Newly Placed/Served** refers to households who moved into housing during the reporting period or received Eviction Prevention funds

*Note: Households may get counted in multiple buckets depending on the situation, so the total number on the left side may not match up with adding the numbers from the placement types.*

#### INDIVIDUALS Placed into Housing Programs or Receiving Eviction Prevention Resources





## SHS Outcome Metric 4: Housing Retention Rates

This will measure if housing stability is achieved with supportive housing.

### SHS Household Retention Rates

Households who were retained in housing after at 1 year

#### % of HOUSEHOLDS Retained in All Housing Programs

**92%**

Households Retained in Housing	<b>835</b>
Households in Retention Evaluation Population	<b>912</b>

#### % of HOUSEHOLDS Retained by Program Type

Supportive Housing	<b>92%</b>	Households Retained in Housing	<b>820</b>
		Households Housed in Year Prior to Reporting Period	<b>890</b>
Rapid Re-Housing	<b>81%</b>	Households Retained in Housing	<b>22</b>
		Households Exiting to PH in Year Prior to Reporting Period	<b>27</b>

**Households are considered to have been retained in supportive or permanent housing** if they were housed at some point in the year prior to the reporting period and were either:

1. Still in the housing program at the end of the reporting period
- Or
2. Had exited to a permanent housing destination at some point and had not returned to the homeless services system as of the end of the reporting period

**Households are considered to have been retained in Rapid Re-housing** if they exited RRH to a permanent housing destination at some point in the year prior to the reporting period and either:

1. Did not return to homeless services by the end of the reporting period
- Or
2. Were housed in another housing program at the end of the reporting period

**For this program year**, we had an extremely small sample size for evaluating retention due to this program being new. The low retention rate is not necessarily indicative of how this program will perform on an ongoing basis.

*Note: Some households exiting to certain destinations are excluded from this metric in alignment with the HUD SPM methodology*

## SHS Outcome Metric 5: Length of Homelessness and Returns to Homelessness

‘Length of homelessness’ and ‘returns to homelessness’. These will measure how effectively the system is meeting the need over time.

### Length of Homelessness (Years)

Length of time between approximate date homelessness started (prior to system or program entry) and the last day of the reporting period (if unhoused) or Housing Move-in Date (if housed) for those enrolled in a SHS program.



Note: Unhoused is anyone with an open entry into any SHS funded Shelter or Street Outreach program with a homeless Prior Living Situation.

### HOUSEHOLD Returns to Homelessness Services

Households who exited a SHS program to a permanent housing destination, and returned to the homelessness services system within two years of exit.

**15.2%**

HHs Returned

**174**

HHs Exited to PH

**1,143**

Households are considered to have returned to services if they have an entry in an CES, ES, SO, or TH project anytime after exiting to a PH destination.

### Returns by SHS Program Type Exited

SHS Program Type Exited	% of HHs Returning	HHs Returned	HHs Exited to PH
Supportive Housing	10%	19	189
Rapid Re-housing	21%	35	168
Street Outreach	14%	30	213
Services Only	19%	39	206
Shelter & Transitional Housing	14%	67	477

# System Annual Performance Metrics

## Outcome Metric 1: System Capacity

Number of supportive housing units created and total capacity, compared to households in need of supportive housing. This will measure change in supportive housing system capacity and need over time. Supportive housing includes long-term housing programs that offer wraparound support services in addition to rental assistance.

### Number of supportive housing units created and total capacity



### Compared to known Population A Households engaged with our housing services system

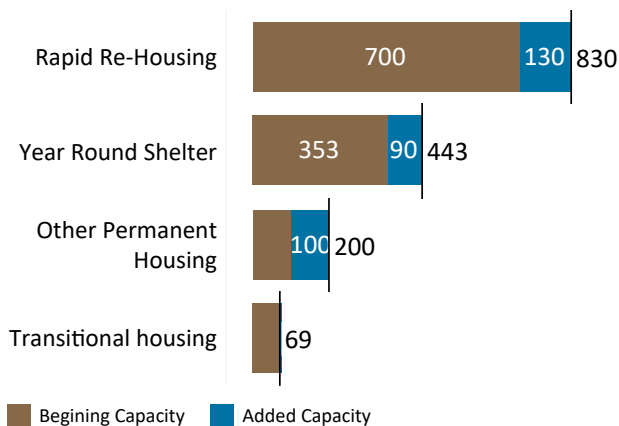
(estimates need for supportive housing)



**Households in Need** are defined as households who meet the SHS Population A definition and then classified by the status of their needs:

- Households with needs Met** are households that have been placed in a housing program (supportive housing or other housing program)
- Households with needs Partially Met** are households that have been connected to a housing program, but have not moved into housing yet
- Households with needs Unmet** are households that are either on our CES waitlist, staying in Shelter, or working with Street Outreach that are waiting to be connected to a housing resource

### Other non-supportive housing and shelter options that provide system capacity



## Outcome Metric 2: Programmatic Inflow and Outflow

Number of households experiencing housing instability or homelessness compared to households placed into stable housing each year. This will measure programmatic inflow and outflow.

### Annual HOUSEHOLD Inflow and Outflow



**Inflow** is anyone newly identified as homeless in the reporting period through an entry into an access program (Coordinated Entry, Shelter, or Street Outreach)

**System Placement** includes all households or individuals who were housed via a housing program or received eviction prevention funds that are part of the County homeless services system

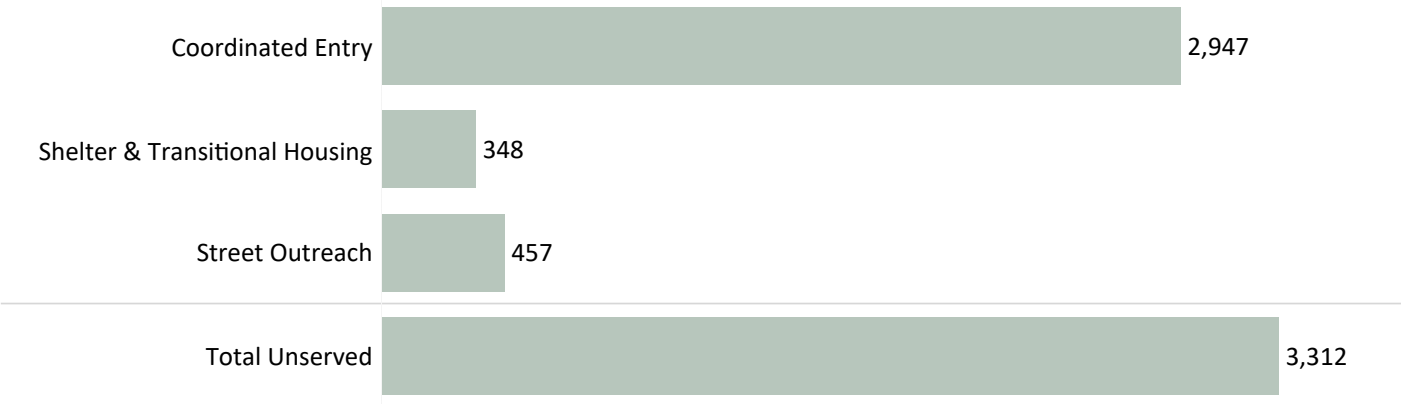
**Positive Exit** includes all households or individuals who exited an access program with a permanent housing destination, but was not placed in a housing program in our system

**Other** includes all households or individuals who exited Coordinated Entry, Shelter, Street Outreach, or Transitional Housing to a non-permanent housing destination and we are not able to determine if their housing crisis was resolved or not

*Note: Homelessness Preventions Households receiving Eviction or Homelessness Prevention funds are only counted in Outflow if they were included in the Inflow count prior to receiving prevention funds*

### # of HOUSEHOLDS Unserved by Entry Point

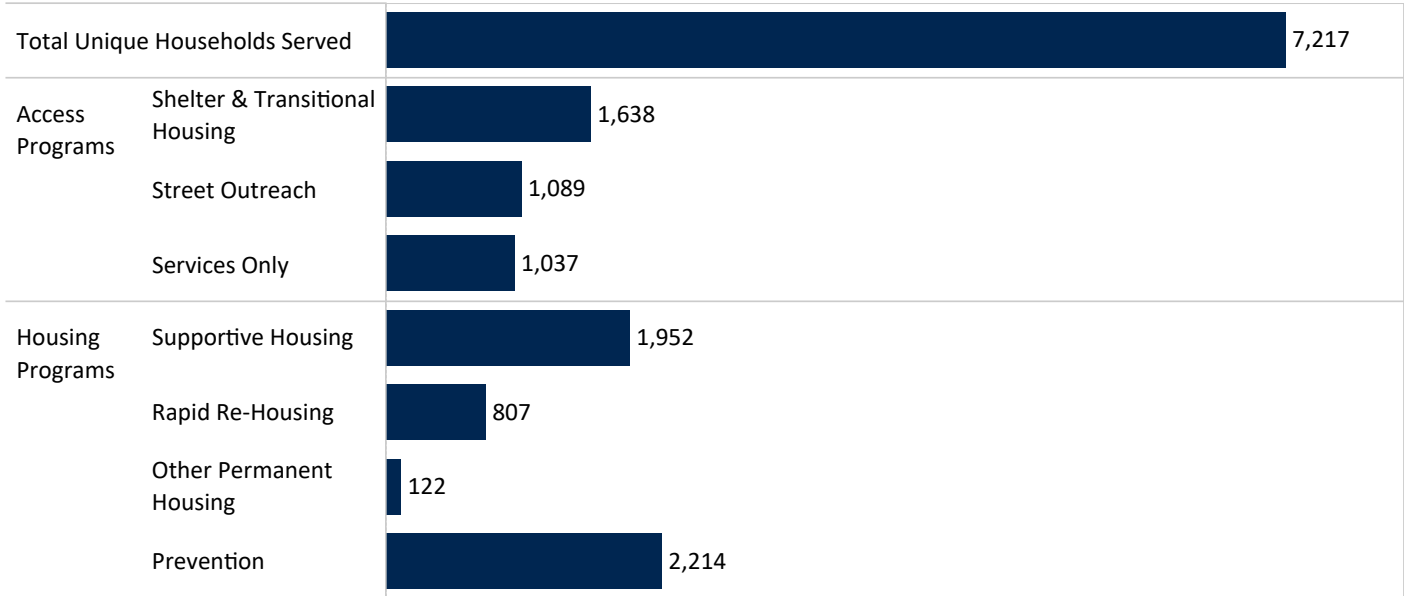
Number of households with an open entry at the end of the program year. This includes households that carried their need over from a prior reporting period. This represents all households waiting in our system regardless of their SHS Priority Population designation.



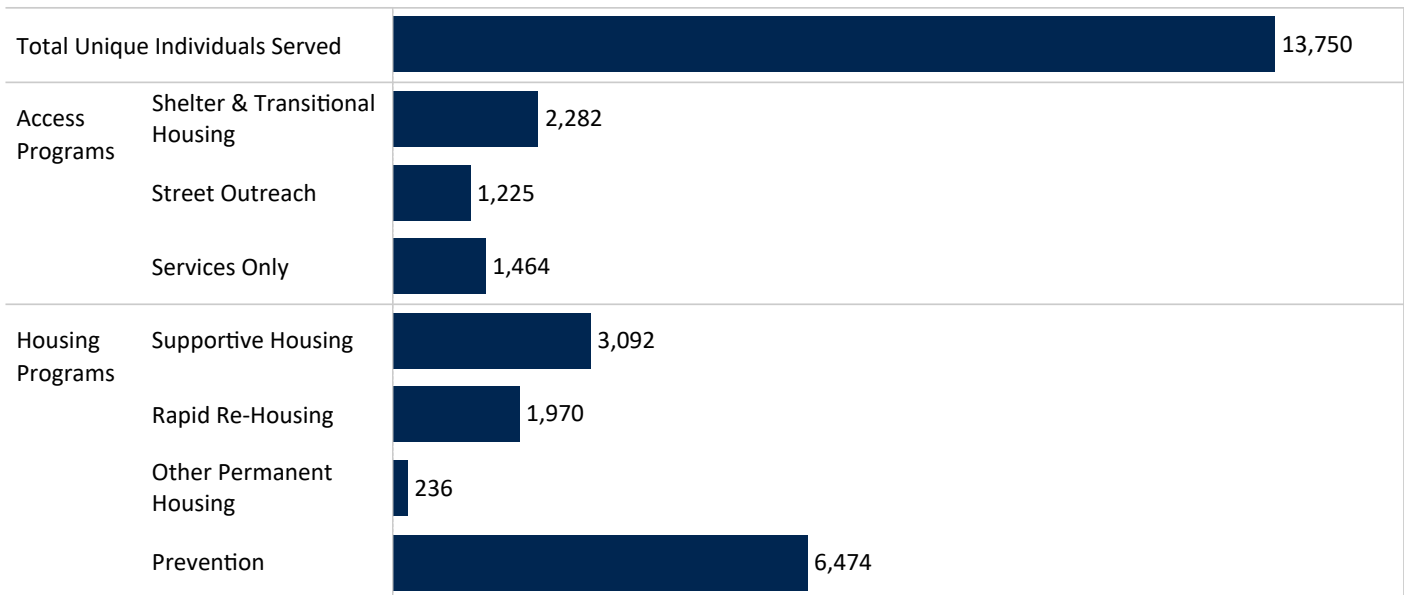
### Outcome Metric 3.1: Total Households and Individuals Served by Program Type

Number of households and individuals served in our system at any point during the reporting period. For Housing Programs, this count includes people who were enrolled and not yet housed.

#### Total HOUSEHOLDS Served by Program Type



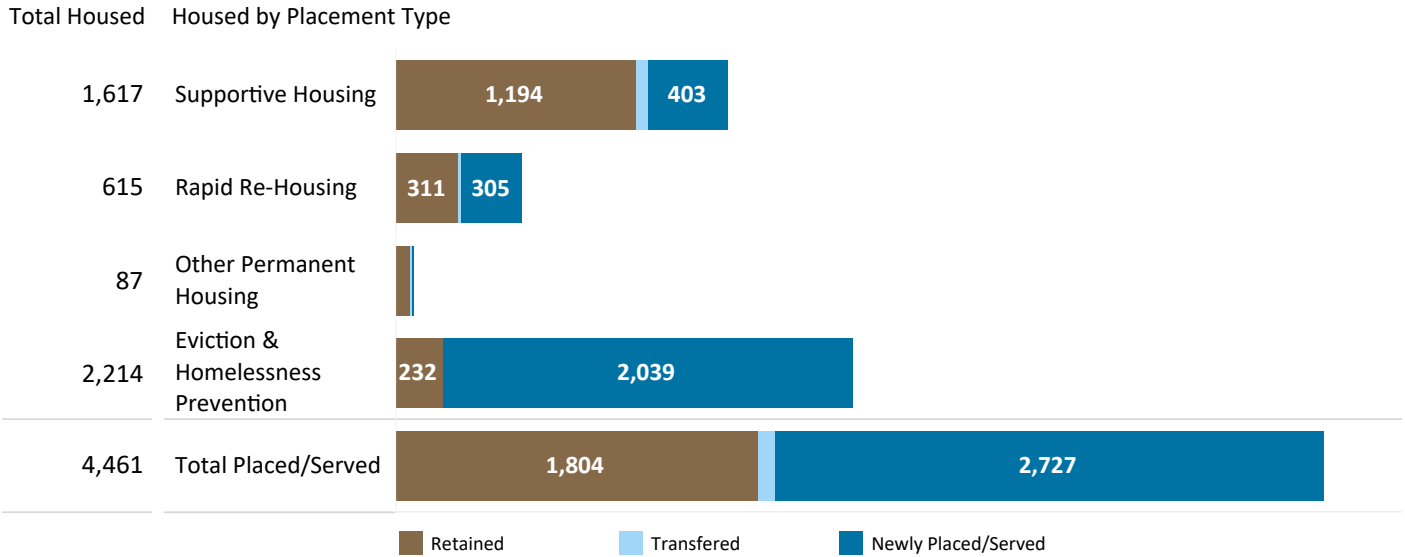
#### Total INDIVIDUALS Served by Program Type



### Outcome Metric 3.2: Housing Placements & Homelessness Preventions

Number of housing placements and homelessness preventions, by housing intervention type (e.g. supportive housing, rapid rehousing).

#### HOUSEHOLDS Placed into Housing Programs or Receiving Eviction Prevention Resources



Households newly housed and retained in projects during the reporting period. Households in permanent housing projects must have a valid housing move-in date.

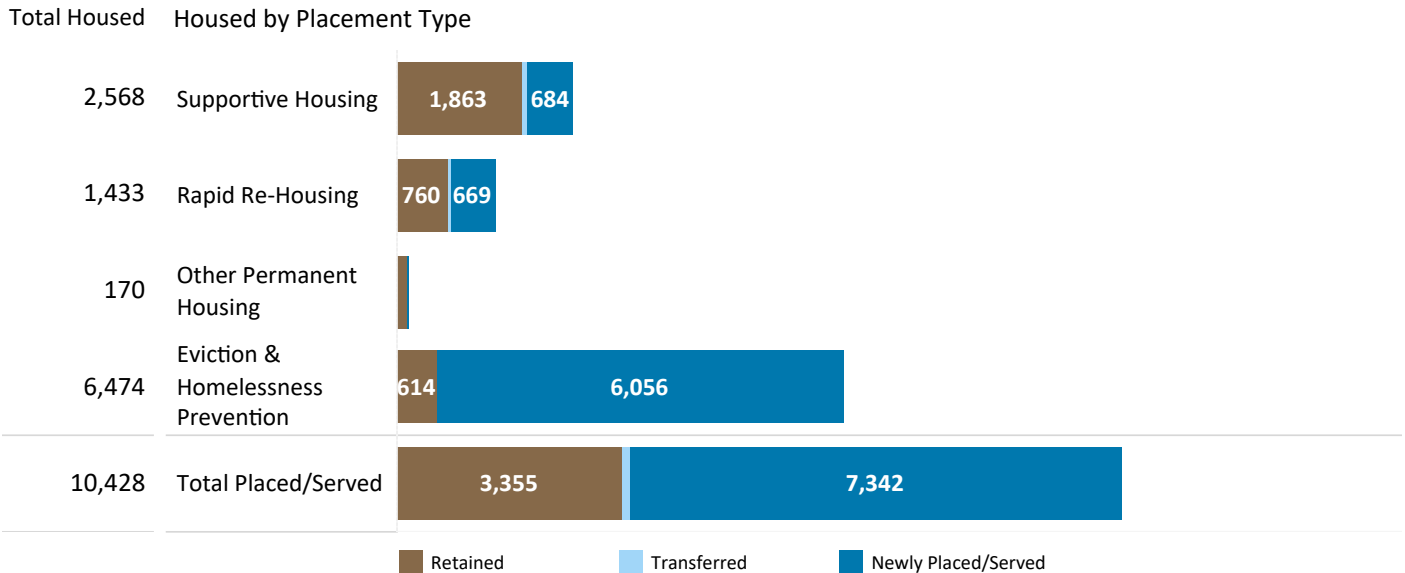
**Retained** refers to households who moved into housing in a prior reporting period and were still in the same housing program at some point during the current reporting period

**Transferred** refers to households who were housed with one provider/program and then moved to another housing provider or program while still housed. Some Transfer Placements may occur during the same reporting period as the initial placement and households may be counted in both groups.

**Newly Placed/Served** refers to households who moved into housing during the reporting period or received Eviction Prevention funds

*Note: Households may get counted in multiple buckets depending on the situation, so the total number on the left side may not match up with adding the numbers from the placement types.*

#### INDIVIDUALS Placed into Housing Programs or Receiving Eviction Prevention Resources



### Outcome Metric 4: Housing Retention Rates

This will measure if housing stability is achieved with supportive housing.

#### Household Retention Rates

Households who were retained in housing after at 1 year

#### % of HOUSEHOLDS Retained in All Housing Programs

<b>94%</b>	Households Retained in Housing	<b>1,678</b>
	Households in Retention Evaluation Population	<b>1,788</b>

#### % of HOUSEHOLDS Retained by Program Type

Supportive Housing	<b>96%</b>	Households Retained in Housing	<b>1,496</b>
		Households Housed in Year Prior to Reporting Period	<b>1,559</b>
Other Permanent Housing	<b>87%</b>	Households Retained in Housing	<b>76</b>
		Households Housed in Year Prior to Reporting Period	<b>87</b>
Rapid Re-Housing	<b>87%</b>	Households Retained in Housing	<b>150</b>
		Households Exiting to PH in Year Prior to Reporting Period	<b>173</b>

Households are considered to have been retained in supportive or permanent housing if they were housed at some point in the year prior to the reporting period and were either:

1. Still in the housing program at the end of the reporting period
- Or
2. Had exited to a permanent housing destination at some point and had not returned to the homeless services system as of the end of the reporting period

Households are considered to have been retained in Rapid Re-housing if they exited RRH to a permanent housing destination at some point in the year prior to the reporting period and either:

1. Did not return to homeless services by the end of the reporting period
- Or
2. Were housed in another housing program at the end of the reporting period

*Note: Some households exiting to certain destinations are excluded from this metric in alignment with the HUD SPM methodology*

## Outcome Metric 5: Length of Homelessness and Returns to Homelessness

‘Length of homelessness’ and ‘returns to homelessness’. These will measure how effectively the system is meeting the need over time.

### Length of Homelessness (Years)

Length of time between approximate date homelessness started (prior to system or program entry) and the last day of the reporting period (if unhoused) or Housing Move-in Date (if housed).



Note: Unhoused is anyone with an open entry into CES, ES, SO, or TH with a homeless Prior Living Situation.

### Household Returns to Homelessness Services

Households who exited the homelessness services system to a permanent housing destination, and returned to the homelessness services system within two years of exit.

<p>% of HOUSEHOLDS Returning to Homelessness Services</p> <p><b>19.9%</b></p>	<p>HHs Returned <b>1,137</b></p> <p>HHs Exited to PH <b>5,706</b></p>
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Households are considered to have returned to services if they have an entry in an CES, ES, SO, or TH project anytime after exiting to a PH destination.

### Returns by Program Type Exited

		% of HHs Returning	HHs Returned	HHs Exited to PH
Housing Programs	Supportive Housing	11%	24	225
	Rapid Re-housing	31%	165	529
Access Programs	Shelter & Transitional Housing	15%	112	727
	Street Outreach	14%	31	217
	Coordinated Entry	23%	466	2,024
	Services Only	20%	673	3,384



# Equity Analysis

Washington County is committed to advancing racial equity work through our housing work. This work includes strengthening avenues for public participation through our advisory bodies, conducting bi-annual racial equity analysis to better understand who our system is currently serving, where the need is in our community, and the gaps between Black, Indigenous, and people of color (BIPOC) experiencing poverty and accessing housing services. As we continue to serve BIPOC program participants, we are also assessing and encouraging greater workforce racial diversity and supporting our culturally specific service providers. We are proud to report strong outcomes in serving BIPOC program participants and addressing housing access disparities, while still exploring the ways our system can improve in the future.

## **Advancing racial equity through representation in decision-making**

Consistent with regional goals to increase access and inclusion in our community advisory bodies, Washington County has modernized our governance structure to ensure policy guidance, program oversight, and public transparency with diverse voices and representation from across Washington County. This included a “One Governance” initiative to align multiple advisory bodies into a single governance structure. The new Homeless Solutions Advisory Council or the “Solutions Council” launched in January 2024 with 10 members, the demographics of the members are listed in the pie chart below. The Solutions Council currently hosts three important subcommittees: Performance Evaluation, Lived Experience, and Equitable Procurement. While two members of the Solutions Council have lived experience of homelessness, the Lived Experience Advisory Body also supports decision making that centers the needs of those navigating our system.

In addition to the Solutions Council, Washington County convenes the Housing and Supportive Services Network (HSSN). HSSN, a network of hundreds of service provider and community partners, meets monthly and represents a diverse group of organizations and workers with lived experience. HSSN is engaged early in projects to inform values and criteria staff use to support decision making.

## **The Racial equity data analysis report**

Washington County conducts a bi-annual data analysis to continue to understand racial and ethnic disparities in our community and track progress in our programs to mitigate these disparities. Our racial equity analysis uses two distinct approaches to evaluate how effective our programs are at reaching a diverse population.

First, the data is presented according to racial identities used in our HMIS reporting, with categories people are more likely to use to identify themselves, according to best practices in data equity reporting. This summary is found in the color block charts. These data sets also utilize an “alone or in combination” methodology – meaning that people get counted in each of the distinct racial groups they identify with. In these summaries, the percentage by each racial group will add up to more than 100% since people can be counted in multiple racial groups.

To properly understand how we are reaching communities in need, the analysis also compares our HMIS data to the population data sets that come from American Community Survey (ACS) data. The ACS data uses a different reporting methodology that groups people into a singular racial identity (called a “mutually exclusive” methodology). We adjust our data into the categories used by the ACS for all comparative analysis. In the report, bar charts with comparative population analysis typically follow the color block charts to illustrate how that particular service area compared to the population in poverty and the overall Washington County population.

## Highlights from the racial equity data analysis

Housing Placements and Preventions programs from 7/1/21 through 6/30/2024 across Washington County's Homeless Services system have been very successful at reaching a diverse population. The diversity of our population served has increased with each fiscal year, which is predominantly due to the addition of programs that focus more on SHS Priority Population B (Rapid Re-Housing and Prevention). We have been most successful at reaching the Latine (41%) and Black (14%) populations in our programs, and have additional effort needed to increase reach to Asian American and Native American households in some services areas. Data charts are available at the end of this attachment.

### *Overall HMIS Data Analysis*

Our homeless services system sees similar percentages by racial identity as it does for those served in our programs. We also recognize the data quality challenges as we are missing racial identifiers for 8% of our program participants. This is partially due to the early engagement our Street Outreach services provide, before trust with participants can be established. Our successes in reaching the Latine population have resulted in that population representing a lower proportion of those in need (28%) than we serve on average (41%).

### *HMIS Entry & Exit Data*

Looking at the racial identities of those who entered our system at some point in FY 23-24, we see a similar diversity level as those awaiting services in our system. A significant portion of people did not report a racial identity (8%), most noticeable with those entering through our Street Outreach Services.

Regarding the racial identities of those who exited our system at some point in FY 23-24, we also see a similar diversity level as those entering the system. Additionally, a large portion of those who do not report their racial identity end up exiting to an unknown situation (10%). This could be people who had less system interaction and were exited due to our Community Connect inactive policy.

### *SHS specific data*

Similar to the Washington County overall system housing placements, SHS programs have been successful at reaching a diverse population, increasing each fiscal year. This is predominantly due to the addition of programs that focus more on Population B (Rapid Re-Housing and Prevention). We have been most successful at reaching the Latine and Black populations in our programs. When comparing the population served to the percentage of the population experiencing poverty in Washington County, we have been successful at serving many communities at higher rates than they experience poverty. The Asian-American and Pacific Islander population remains the exception.

### *Supportive Housing (PSH and HCMS)*

SHS Supportive Housing programs are the least successful at reaching a diverse group of individuals. However, these programs have still reached high rates of diverse populations. One significant group of note is the Native American population. We can see the impact of having a culturally specific provider serving this group. Other than the Asian population, Supportive Housing programs are serving populations at similar rates to the percentages of those groups experience poverty in Washington County.

### *Rapid Re-housing*

SHS Rapid Re-Housing programs have been successful at reaching a diverse group of individuals. One significant stand out is the 39% of the individuals served that identify as Latine. The ability for Rapid Re-Housing providers to reach this population stands out very clearly when comparing the percentage served (40%) to the percentage of those experiencing poverty (27%) in Washington County. These programs have also succeeded in serving most other communities of color at higher rates than they experience poverty.

### *Prevention*

SHS Eviction and Homelessness Prevention programs have been our most successful programs for reaching the Asian-American and Pacific Islander population, which are underserved in other programs. This program is even more successful than Rapid Re-Housing in its ability to reach a diverse group. It serves the lowest percentage of people who identify as "White: Non-Hispanic" (30%) of any of our current programs, while reaching other populations at higher rates than they experience poverty in the county.

## **Advancing racial equity through our providers and workforce**

As the front line to those accessing services, Washington County racial equity efforts have been focused on supporting our providers. The County collaborates with 24 service providers, including seven culturally specific organizations, to enhance services and advance equity. All partner agencies engaged in at least one equity-focused training, covering topics like LGBT+ inclusion and housing inequities. The county allocated \$235,000 in technical assistance grants to eight agencies and \$1.7 million for capacity building projects across 14 agencies. Notably, the Housing Careers program enrolled 45 participants, with 42 completing their projects, and expanded its focus to general employment services.

Approximately 45% of staff at provider agencies have experienced housing instability, and many identify as people of color, with culturally specific providers offering higher pay for direct service roles. The county conducts biannual equity analyses of outcomes data to guide program improvements, revealing that programs serve higher percentages of Black, Indigenous, and Latine households compared to their representation in the general population.

### **Strategies to advance racial equity: next steps**

The intentionality of partnering with multiple culturally specific organizations has yielded clear and demonstrated impacts for serving diverse populations, and Washington County is proud of our partnership that make that reach possible. However, we continue to see gaps in reaching Asian-American and Pacific Islander households.

Participants identifying as Asian-American and Pacific Islander (AAPI) alone make up a smaller proportion of those that are either served (3%) or awaiting services in our system (3%) than the proportion of these individuals experience poverty in Washington County (8%). Although the SHS Eviction and Homelessness Prevention has shown success in serving this community, further strategies are being developed to address these disparities. We will prioritize renewed outreach to AAPI Community Based Organizations to generate feedback and recommendations unique to this population. We expect this work to take time, and we're committed to expanding equitable reach to all programs.

Internal improvements on our racial equity strategies are also underway. A recruitment for the first ever Homeless Services Equity Coordinator launched at the end of Program Year Three. With this new staff capacity, the county has expanded efforts to address longstanding disparities, particularly racial disparities, in housing outcomes. We will open new doors for culturally specific providers to provide direct feedback to county decision-makers, formalize a racial equity lens across the department, and increase investigation where our outcomes don't align with our goals. In Program Year Four, the counties and Metro are increasing regional coordination on equity advancements in the homeless services system. This includes sharing tools and approaches across the region that will help address disparities each county sees in their system.

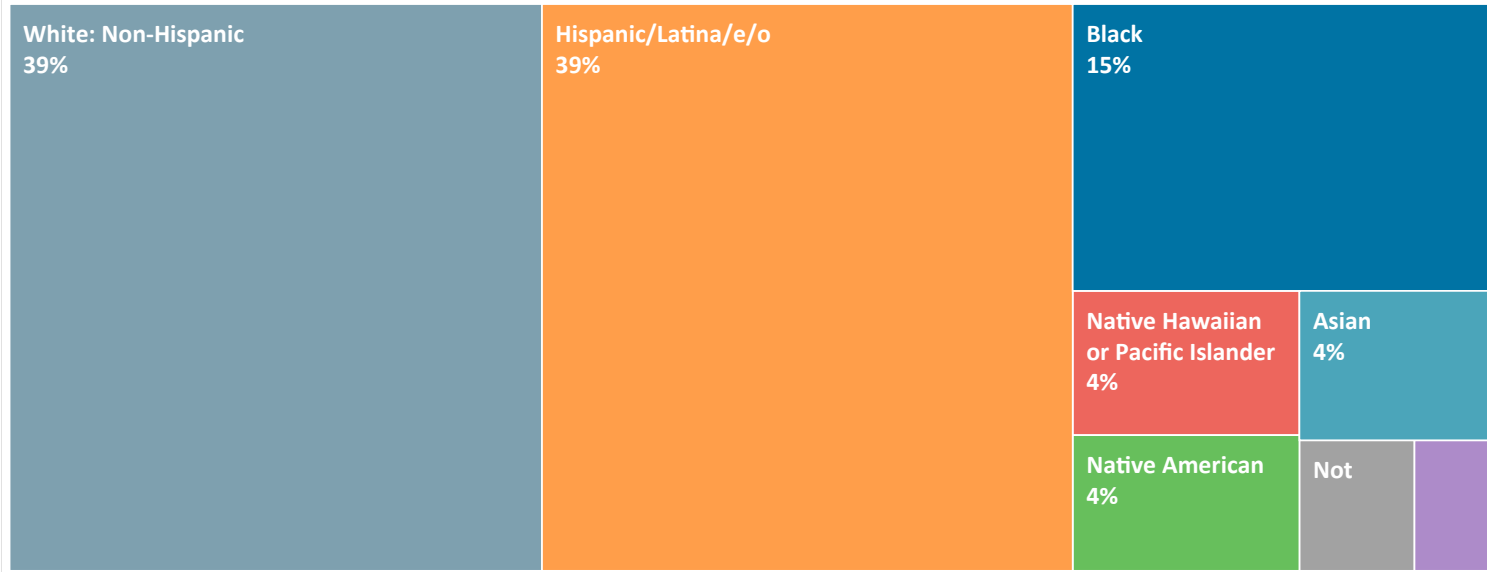
# Attachment F: Equity Analysis of System Outcomes

## Housing Placements through 6/30/2024

When looking at the Housing Placements and Preventions from 7/1/21 through 6/30/2024 across our full Homeless Services system, it is clear that our programs have been very successful at reaching a diverse population. The diversity of our population served has increased with each fiscal year, which is predominantly due to the addition of programs that focus more on SHS Priority Population B (Rapid Re-Housing and Prevention). We have been most successful at reaching the Latine and Black populations in our programs.

**% of Individual Housing Placements and Homelessness Preventions by Racial Identity**  
(alone or in combination)

- Asian
- Black
- Hispanic/Latina/e/o
- Native American
- Native Hawaiian or Pacific Islander
- Middle Eastern or North African
- White: Non-Hispanic
- Not Reported



*Note: Middle Eastern or North African was only added a race option in HMIS in October 2023 and has limited data*

	Placed FY22		Placed FY23		Placed FY24		Grand Total	
	# of Individuals	% of Individuals	# of Individuals	% of Individuals	# of Individuals	% of Individuals	# of Individuals	% of Individuals
Asian	9	1%	34	1%	338	5%	377	4%
Black	134	13%	325	14%	1,202	16%	1,611	15%
Hispanic/Latina/e/o	232	22%	949	41%	3,058	41%	4,042	39%
Native American	62	6%	152	6%	222	3%	417	4%
Native Hawaiian or Pacific Islander	33	3%	101	4%	314	4%	437	4%
Middle Eastern or North African			17	1%	117	2%	129	1%
White: Non-Hispanic	668	63%	971	41%	2,576	35%	4,069	39%
Not Reported	9	1%	22	1%	176	2%	205	2%

## Equity Analysis for those Awaiting Services

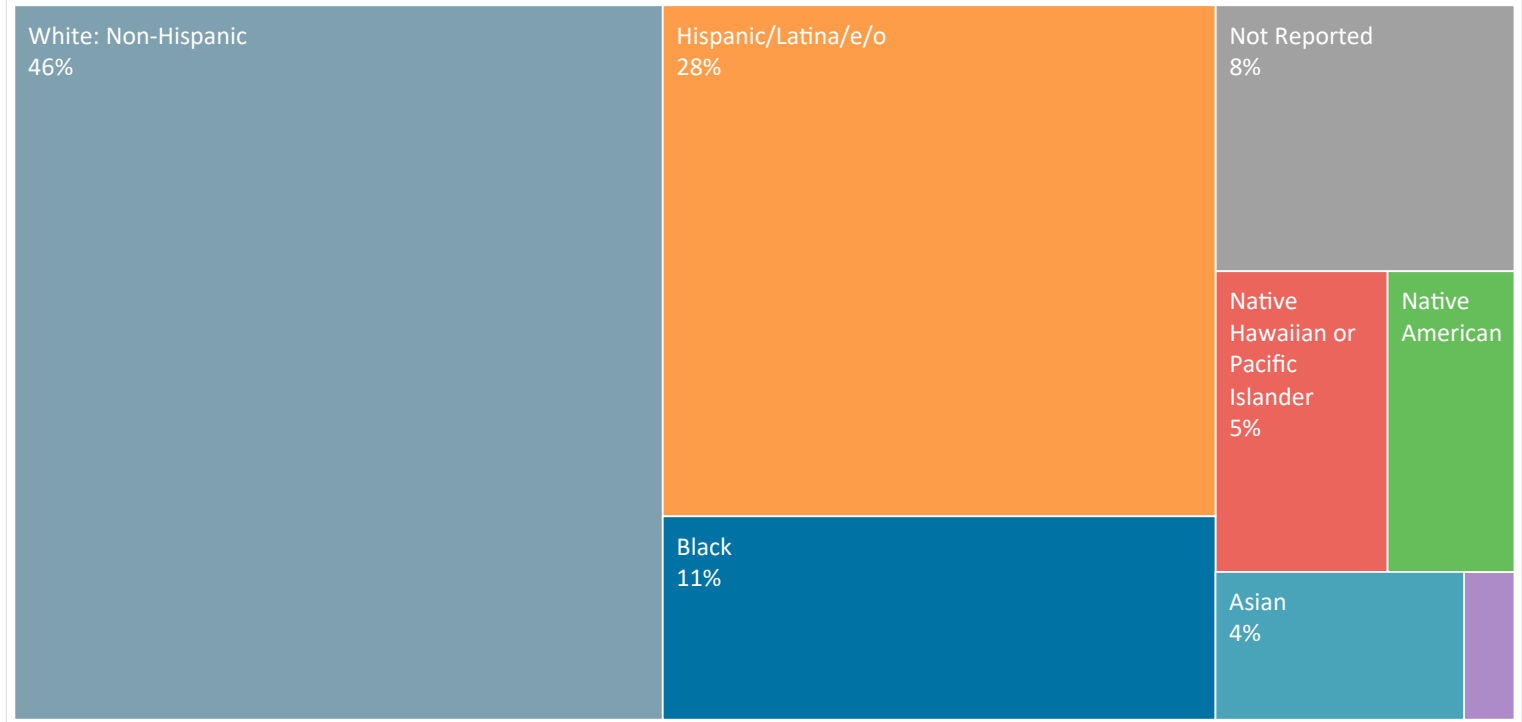
as of 6/30/2024

Looking at our system as a whole and who is still in need, we see similar percentages by racial identity as we do for those served in our programs. Though we do have more data quality challenges with missing racial identities for 8% of those still in need. This is partially due to the early engagement our Street Outreach services provide, before trust is established. Our successes in reaching the Latine population has resulted in that population representing a lower proportion of those in need than we serve on average.

**% of Individuals Unserved as of 6/30/2024 by Racial Identity**  
(alone or in combination)

- Asian
- Black
- Hispanic/Latina/e/o
- Native American
- Native Hawaiian or Pacific Islander
- Middle Eastern or North African
- White: Non-Hispanic
- Not Reported

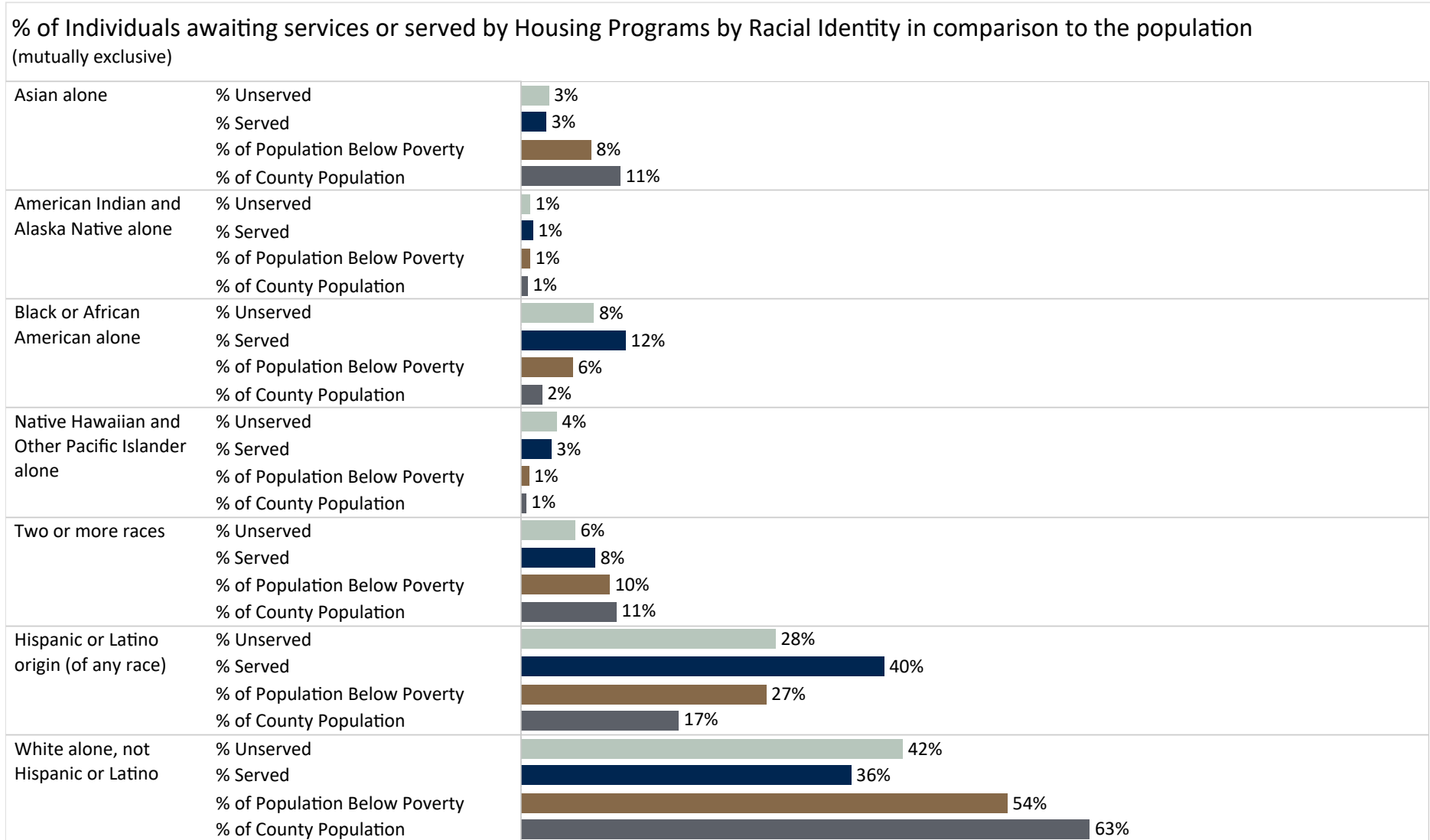
*Note: Middle Eastern or North African was only added a race option in HMIS in October 2023 and has limited data*



	# Unserved	% of Individuals Unserved
Asian	225	4%
Black	684	11%
Hispanic/Latina/e/o	1,721	28%
Native American	233	4%
Native Hawaiian or Pacific Islander	315	5%
Middle Eastern or North African	45	1%
White: Non-Hispanic	2,820	46%
Not Reported	486	8%

## How do the populations in need of housing programs compare to the overall population and populations in poverty in Washington County?

Those remaining unserved in our system make up a smaller percentage of the population experiencing poverty for most racial groups, and we are typically serving these groups at a higher rate than they are being left unserved. That said, our system has struggled to reach the Asian population. Those identifying as Asian make up a smaller proportion of those that are either served or awaiting services in our system than the proportion of these individuals experience poverty in Washington County.



Population data is from the American Community Services 2022 poverty data found at: <https://data.census.gov/table?q=S1701%20&g=050XX00US41067&y=2022&d=ACS%201-Year%20Estimates%20Subject%20Tables>

## Equity Analysis for those Served in Shelter

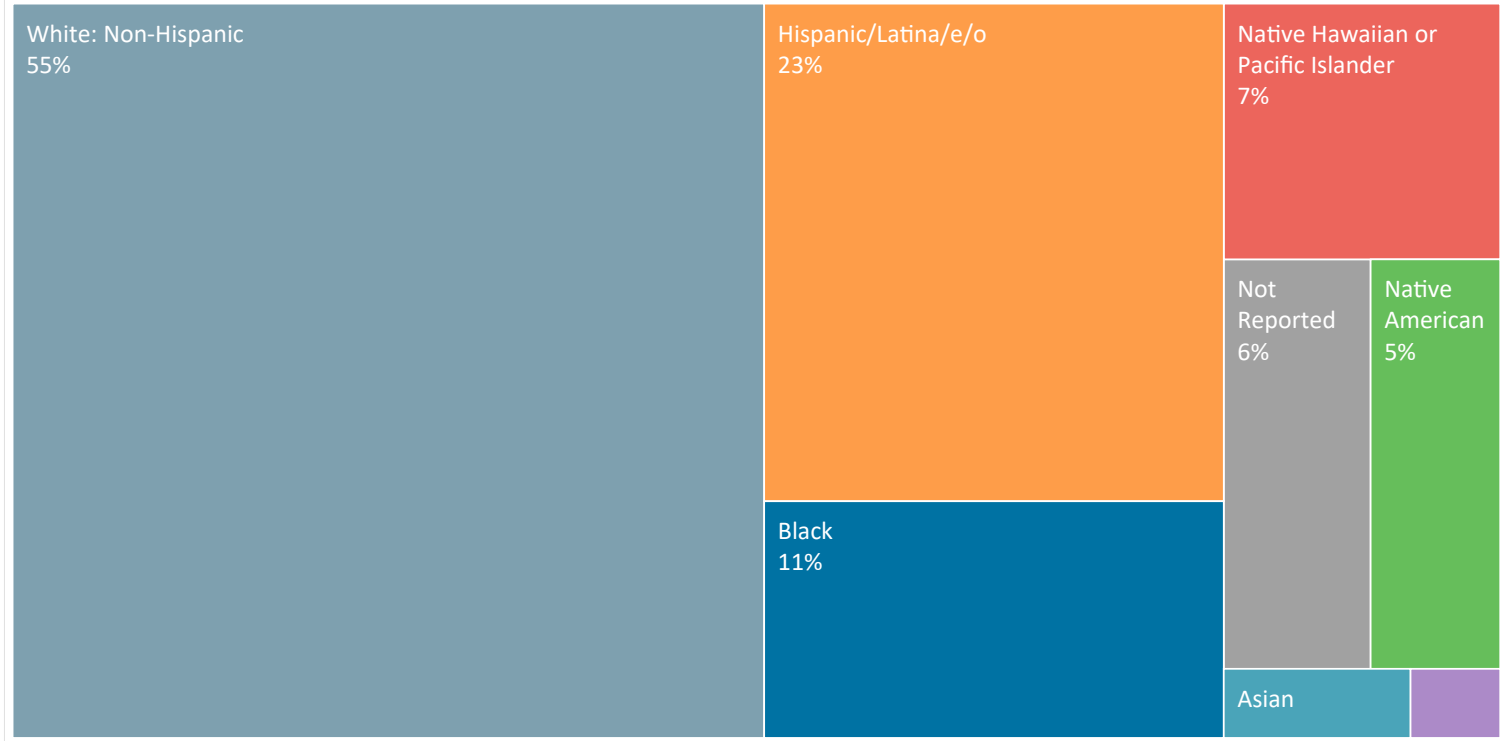
for the period from 7/1/2023 to 6/30/2024

Our Shelter system has been the least successful at serving the Asian and Latine communities, though it also has some data quality challenges with 6% of the population served not having a racial identity reported. Shelters do serve a similar rate of other communities of color as our housing programs.

**% of Individuals served in Shelter by Racial Identity**  
(alone or in combination)

- Asian
- Black
- Hispanic/Latina/e/o
- Middle Eastern or North African
- Native American
- Native Hawaiian or Pacific Islander
- Not Reported
- White: Non-Hispanic

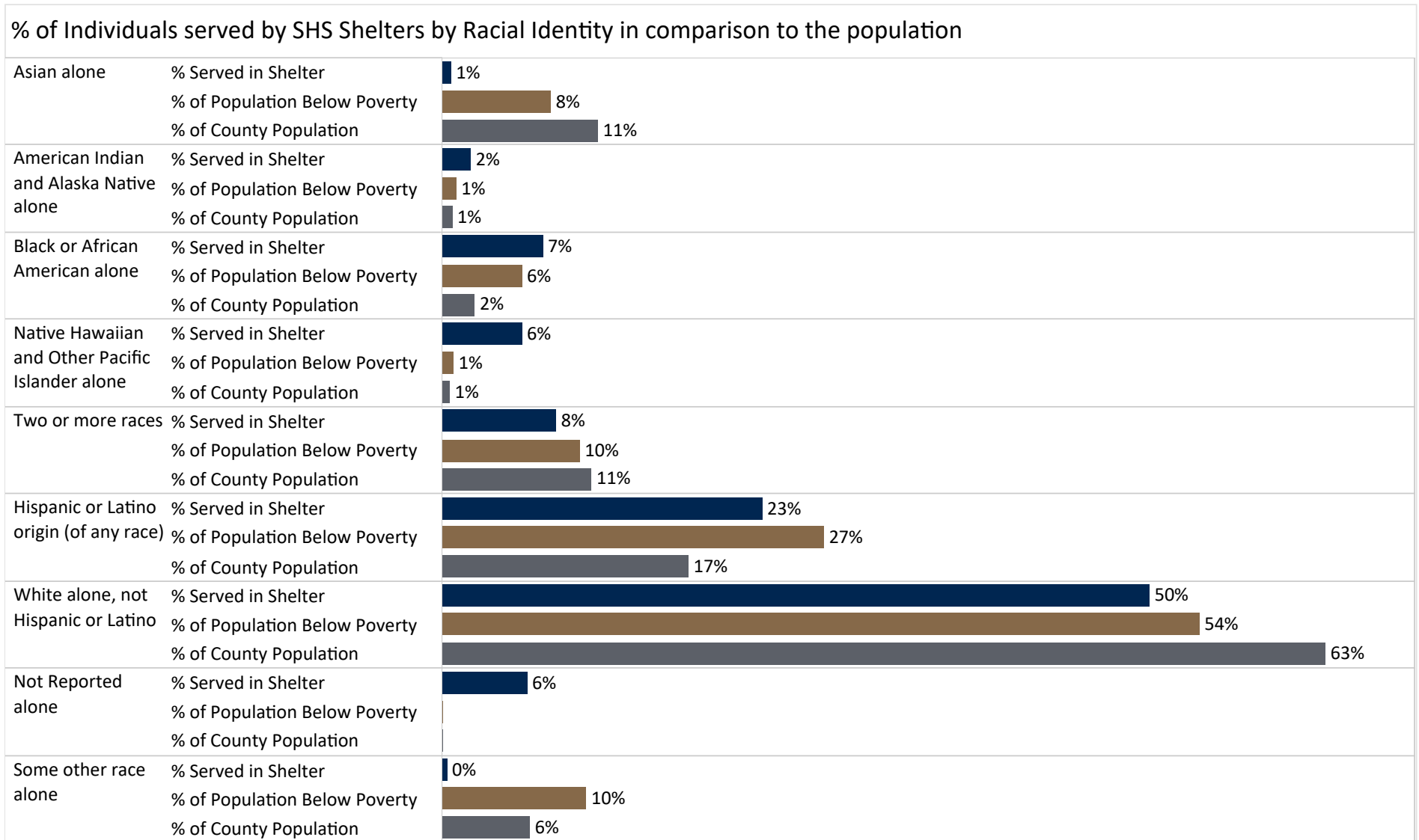
*Note: Middle Eastern or North African was only added a race option in HMIS in October 2023 and has limited data*



	# of Individuals	% of Individuals Served
Asian	27	1%
Black	230	11%
Hispanic/Latina/e/o	481	23%
Native American	112	5%
Native Hawaiian or Pacific Islander	149	7%
Middle Eastern or North African	13	1%
White: Non-Hispanic	1,164	55%
Not Reported	128	6%

## How do the populations served in Shelter compare to the overall population and populations in poverty in Washington County?

Our Shelters have been successful at serving most population groups at higher rates than those experiencing poverty. The most notable exceptions are the Asian and Latine communities.



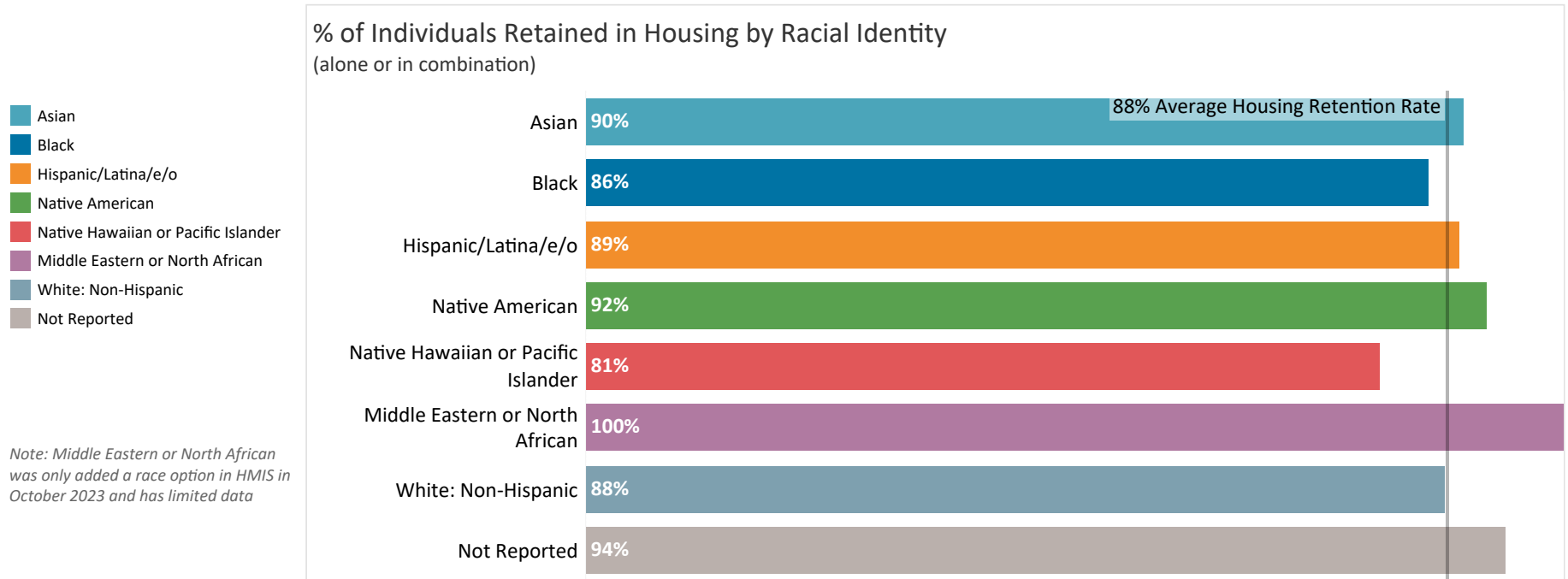
Population data is from the American Community Services 2022 poverty data found at: <https://data.census.gov/table?q=S1701%20&g=050XX00US41067&y=2022&d=ACS%201-Year%20Estimates%20Subject%20Tables>



## Equity Analysis for Housing Retention Rates

for those housed at some point in FY 22-23 who retained their housing as of 6/30/2024 (please see attachment E for more details on Retention)

We do not see significant variance in the housing retention rates by racial identity with a few exceptions. Native Hawaiian and Pacific Islanders have a lower retention rate than average and this could be partially due to a lower sample size. Sample size is a similar challenge for the those identifying as Middle Eastern or North African since we have only served 9 individuals in this group. We see more variance across racial groups for our Rapid Re-housing and Other Permanent Housing program types though those programs also had a very low sample size and it is unclear if these variances are significant.



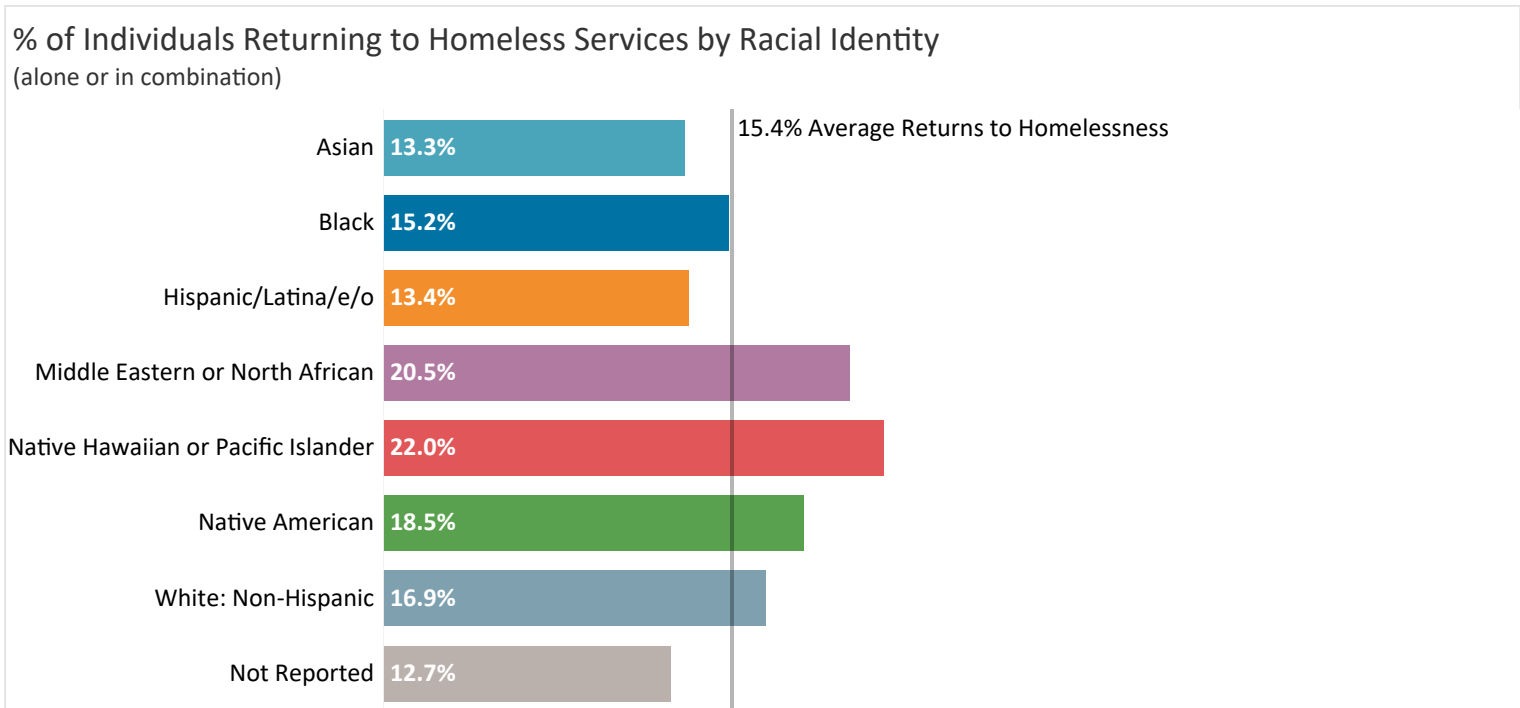
*Note: Middle Eastern or North African was only added a race option in HMIS in October 2023 and has limited data*

	Supportive Housing			Rapid Re-Housing			Other Permanent Housing			Grand Total		
	Individual Retention %	Individuals Retained in Housing	Individuals in Retention Evaluation Population	Individual Retention %	Individuals Retained in Housing	Individuals in Retention Evaluation Population	Individual Retention %	Individuals Retained in Housing	Individuals in Retention Evaluation Population	Individual Retention %	Individuals Retained in Housing	Individuals in Retention Evaluation Population
Asian	93%	28	30	86%	6	7	50%	1	2	90%	35	39
Black	93%	229	245	77%	56	73	50%	13	26	86%	287	333
Hispanic/Latina/e/o	93%	422	454	78%	119	153	93%	41	44	89%	573	641
Native American	94%	123	131	83%	15	18	80%	8	10	92%	141	153
Native Hawaiian or Pacific Islander	93%	53	57	63%	19	30	71%	5	7	81%	73	90
Middle Eastern or North African	100%	9	9							100%	9	9
White: Non-Hispanic	92%	1,048	1,143	74%	117	159	69%	68	99	88%	1,206	1,372
Not Reported	93%	14	15				100%	2	2	94%	16	17

## Equity Analysis for Individuals Returning to Homeless Services

for those exiting programs to permanent housing destinations since 7/1/2022 and returning to homeless services at some point by 6/30/2024

When looking at those returning to homeless services after exiting a program to a permanent housing destination, we do see a lot of variance across racial identities. Similar to Retention though, these variances are hard to evaluate for some groups due to lower sample sizes. Additional analysis is needed to determine what could be contributing to these variances.



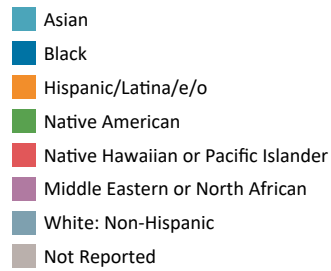
	Supportive Housing			Rapid Re-housing			Access Programs			Grand Total		
	% of Individuals Returning	Individuals Returned	Individuals Exited to PH	% of Individuals Returning	Individuals Returned	Individuals Exited to PH	% of Individuals Returning	Individuals Returned	Individuals Exited to PH	% of Individuals Returning	Individuals Returned	Individuals Exited to PH
Asian	0.0%	0	6	13.6%	3	22	13.3%	54	407	13.3%	55	414
Black	5.9%	2	34	22.7%	53	233	15.2%	259	1,706	15.2%	270	1,776
Hispanic/Latina/e/o	5.1%	4	79	13.7%	64	468	13.3%	642	4,810	13.4%	667	4,966
Native American	8.3%	1	12	37.0%	20	54	17.2%	74	431	18.5%	84	454
Native Hawaiian or Pacific Islander	0.0%	0	6	37.2%	35	94	19.8%	133	673	22.0%	151	685
Middle Eastern or North African				0.0%	0	1	20.5%	8	39	20.5%	8	39
White: Non-Hispanic	9.3%	17	182	24.0%	134	559	16.6%	827	4,978	16.9%	874	5,186
Not Reported	8.3%	1	12	12.5%	2	16	13.0%	35	269	12.7%	35	276

## Equity Analysis for Average Length of Time Homeless

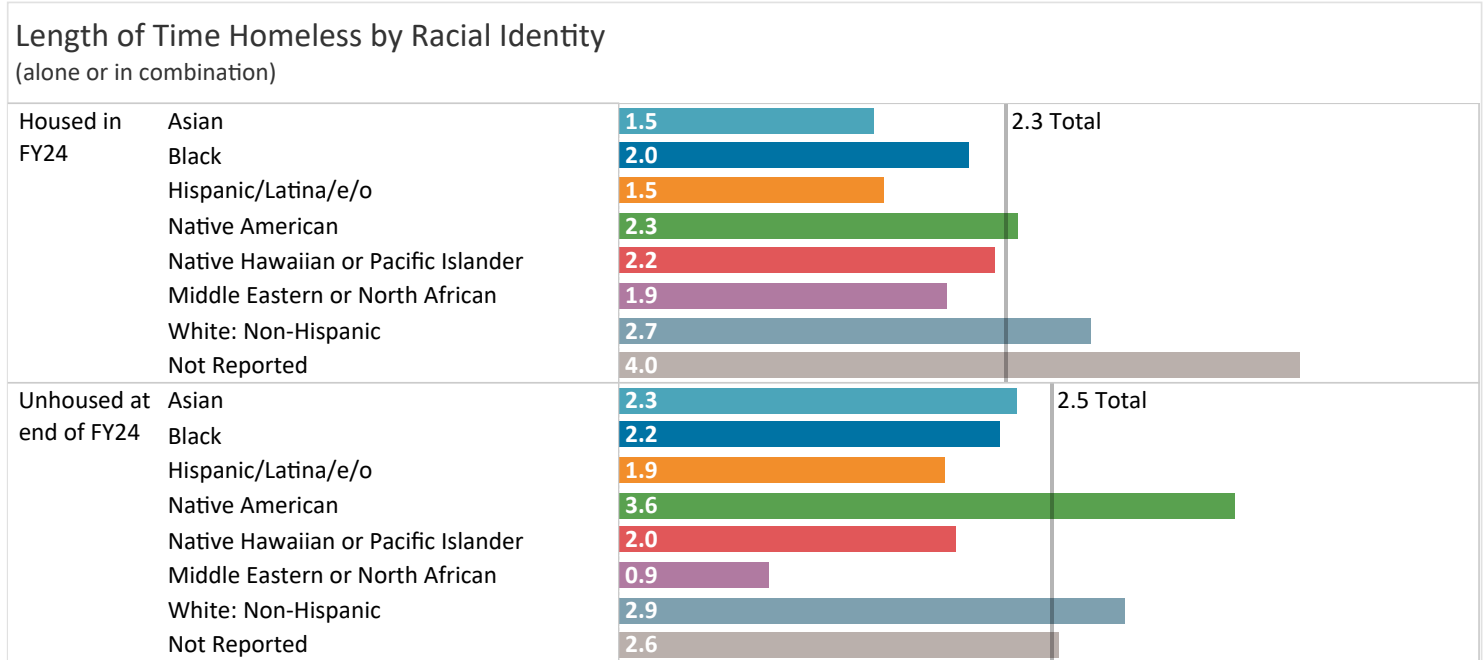
Based on Housing Status as of 6/30/2024

In terms of how long people stay homeless prior to moving into housing, we are finding that most racial groups experience a lower length of time homeless on average as compared to those identifying as White: Non-Hispanic. Those who did not report a racial identity had the longest average (4 years) though that is likely skewed due to a low sample size.

For those that are still waiting for a housing resource, we do see that most racial groups have a higher average length of time homeless than those housed, though it is generally minimal. Our Native American population is experiencing the longest length of time homeless and that seems to be driven by a few outliers that may indicate data quality challenges.



*Note: Middle Eastern or North African was only added a race option in HMIS in October 2023 and has limited data*



	Avg Length of Time Homeless		Housed in FY24		Unhoused at end of FY24	
	Length of Time..	# of Individuals	Length of Time..	# of Individuals	Length of Time..	# of Individuals
Asian	2.1	106	1.5	24	2.3	85
Black	2.1	538	2.0	208	2.2	345
Hispanic/Latina/e/o	1.8	1,367	1.5	555	1.9	859
Native American	3.2	223	2.3	76	3.6	151
Native Hawaiian or Pacific Islander	2.0	269	2.2	117	2.0	160
Middle Eastern or North African	1.2	35	1.9	13	0.9	22
White: Non-Hispanic	2.9	2,564	2.7	747	2.9	1,875
Not Reported	2.7	292	4.0	30	2.6	267
<b>Grand Total</b>	<b>2.4</b>	<b>5,049</b>	<b>2.3</b>	<b>1,625</b>	<b>2.5</b>	<b>3,558</b>

## Attachment F continued: Disability & Gender Identity of Program Participants

### Disability Status of people served in SHS-funded programs

PSH Placements		
Individuals Newly Placed this Year	#	%
Persons with disabilities	446	66%
Persons without disabilities	142	21%
Disability unreported	91	13%

RRH Placements		
Individuals Newly Placed this Year	#	%
Persons with disabilities	200	38%
Persons without disabilities	270	51%
Disability unreported	57	11%

Housing Only Placements		
Individuals Newly Placed this Year	#	%
Persons with disabilities	1	100%
Persons without disabilities	-	-
Disability unreported	-	-

Preventions		
Individuals Newly Placed this Year	#	%
Persons with disabilities	246	6%
Persons without disabilities	674	15%
Disability unreported	3,523	79%

### Gender identity of people served in SHS-funded programs

PSH Placements		
Individuals Newly Placed this Year	#	%
Male	329	48%
Female	333	49%
A gender that is not singularly 'Male' or 'Female'	11	2%
Transgender	9	1%
Questioning	-	-
Culturally Specific Identity (e.g., Two-Spirit)	-	-
Client doesn't know	-	-
Client refused	1	0%
Data not collected	-	-

<b>RRH Placements</b>		
<b>Individuals Newly Placed this Year</b>	<b>#</b>	<b>%</b>
Male	237	45%
Female	279	53%
A gender that is not singularly 'Male' or 'Female'	7	1%
Transgender	3	1%
Questioning	1	0%
Culturally Specific Identity (e.g., Two-Spirit)	1	0%
Client doesn't know	-	-
Client refused	-	-
Data not collected	2	0%

<b>Housing Only Placements</b>		
<b>Individuals Newly Placed this Year</b>	<b>#</b>	<b>%</b>
Male	1	100%
Female	-	-
A gender that is not singularly 'Male' or 'Female'	-	-
Transgender	-	-
Questioning	-	-
Culturally Specific Identity (e.g., Two-Spirit)	-	-
Client doesn't know	-	-
Client refused	-	-
Data not collected	-	-

<b>Preventions</b>		
<b>Individuals Newly Placed this Year</b>	<b>#</b>	<b>%</b>
Male	2,005	45%
Female	2,410	54%
A gender that is not singularly 'Male' or 'Female'	7	0%
Transgender	7	0%
Questioning	1	0%
Culturally Specific Identity (e.g., Two-Spirit)		
Client doesn't know		
Client refused		
Data not collected	14	0%

# Annual Financial Report

and Additional Population A/B Reporting Requirements

The chart below is an assessment of program spending against the requirement that it be split 75/25 between Populations A and B over the life of the ten-year SHS Measure. In quarterly reporting, consistent with the reporting on the A/B status of all households served in the following three service types: 1) Eviction Prevention; 2) Rapid Rehousing; and 3) Permanent Supportive Housing. Last year, there was no population specific quarterly reporting for Outreach or Shelter, the other two reported service types. Outreach and Shelter have been added to this analysis, using the updated and recommended regional methodology. This methodology entails totaling the number of households served in each service type, by their identified Population A and B household type. Then program spending is calculated by applying the share of population type served in that program.

Service Type	Population A	Population B	Total People Served	Pop A %*	Pop B %*
Outreach***	702	496	1198	59%	41%
Supportive Housing**	1,253	354	1,607	78%	22%
Housing Only	4	2	6	67%	33%
Shelter	1201	678	1879	64%	36%
Eviction Prevention*	91	1542	1633	6%	94%
Rapid Rehousing*	360	334	694	52%	48%

\*Population percentages are based on households, not people. Households with undetermined status were assigned to populations using the category's existing split.

\*\* Supportive Housing is Permanent Supportive Housing, Housing Case Management System, and Regional Long-Range Assistance.

\*\*\* Outreach is often a person's first interaction with a provider, and information collected is not always accurate as trust is not built between participants and providers at that time.

Service Type	Pop A %	Pop B %	Total Spending*****	Pop A Spend	Pop B Spend
Outreach	59%	41%	\$ 2,182,354	\$ 1,278,808	\$ 903,546
Supportive Housing	78%	22%	\$ 32,048,131	\$ 24,988,368	\$ 7,059,763
Shelter	64%	36%	\$ 12,972,883	\$ 8,291,875	\$ 4,681,008
Shelter Infrastructure***	64%	36%	\$ 9,225,256	\$ 5,904,164	\$ 3,321,092
Eviction Prevention	6%	94%	\$ 12,833,428	\$ 715,151	\$ 12,118,277
Rapid Rehousing	52%	48%	\$ 12,354,674	\$ 6,408,765	\$ 5,945,909
<b>Total*</b>			<b>\$ 81,616,726</b>	<b>\$ 47,587,131.25</b>	<b>\$ 34,029,594.75</b>
<b>% of Total Services Spending by Population</b>				<b>58%</b>	<b>42%</b>

\*\*\*\*This funding was used to construct or rehab shelters across the county. The same A/B split for shelter was applied to this funding

\*\*\*\*\* Expenses that are not part of this calculation are spending on pilot programs (recuperative care, workforce development), system infrastructure, capacity building, technical assistance for service providers, Regional Investment Fund expenses, as well as internal administrative charges. In total, these amount to \$14,516,155.

Washington County included increased eviction prevention resources in Fiscal Year 2023-2024 to strategically use one-time carry forward investments and continue to dull the impact of the expiration of COVID era rental assistance programs. These investments helped us serve more diverse communities and had a significant impact on our Population A/B financials. Staff also believe that data from street outreach interactions is likely less reliable than other program data as it can be challenging to accurately identify household type as Population A or B during these interactions.

### Populations A and B Served by Program

<b>PSH placements (households)</b>	
Population A	354 placed this year (1,253 people served)
Population B	52 placed this year (354 people served this year)

<b>RRH placements (households)</b>	
Population A	144 placed this year (360 people served)
Population B	118 placed this year (334 people served)

<b>Housing Only placements (households)</b>	
Population A	4 placed this year (4 people served)
Population B	2 placed this year (2 people served)

<b>Prevention (households)</b>	
Population A	90 served this year (91 people served)
Population B	1,478 served this year (1,542 people served)

<b>Shelter (households)</b>	
Population A	945 this year (1,201 people served)
Population B	488 served this year (678 people served)

<b>Outreach (households)</b>	
Population A	660 served this year (702 people served)
Population B	416 served this year (496 people served)

shington County  
2023-2024 Q4

SEP-23    DEC-23    MAR-24    ADJ-24    ADJ-24  
7/1/2023    10/1/2023    1/1/2024    4/1/2024    4/1/2024  
9/30/2023    12/31/2023    3/31/2024    6/30/2024    6/30/2024

**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
<b>Metro SHS Resources</b>									
Metro Beginning Fund Balance	111,634,198	111,634,198				111,634,198	(0)	100%	Adjustment to Beginning Fund Balance to remove GASB 31 Adjustment (Unrealized gains/losses of investments) that is included in Beginning Fund Balance line. Aligns this report with how Metro and other counties account for unrealized gains/losses, while allowing Beginning Fund Balance line to reflect Washington County's financial statements.
Metro Beginning Fund Balance Adjustment		3,839,382				3,839,382	(3,839,382)	N/A	
FY 23-24 GASB 31 FMV Adjustment	-				435,295	435,295	(435,295)	N/A	Adjust the Fund Balance line to Show the GASB 31 Adjustment (Unrealized gain).
Metro SHS Program Funds	109,000,000	5,757,975	24,145,380	32,592,707	38,173,750	100,669,811	8,330,189	92%	
Metro SHS Program Funds Adjustment				(13,392,342)	15,984,500	2,592,158	(2,592,158)	N/A	*See footnote
Other Grant Funds	-	125,000	-	118	(125,118)	-	-	N/A	Kaiser Foundation and Recuperative costs to be moved out of Fund 221 in Q4.
Interest Earnings	2,000,000	710,519	851,926	925,208	621,022	3,108,676	(1,108,676)	155%	
FY22 non-congregate shelter charges reimbursement by FEMA					3,073,330	3,073,330	(3,073,330)	N/A	
<i>insert add'l lines as necessary</i>						-	-	N/A	
<b>Total Metro SHS Resources</b>	<b>222,634,198</b>	<b>122,067,074</b>	<b>24,997,306</b>	<b>20,125,691</b>	<b>58,162,778</b>	<b>225,352,850</b>	<b>(2,718,652)</b>	<b>101%</b>	
<b>Metro SHS Requirements</b>									
<b>Program Costs</b>									
<b>Activity Costs</b>									
<b>Shelter, Outreach and Safety on/off the Street</b> (emergency shelter, outreach services and supplies, hygiene programs)	9,678,523	1,966,255	5,646,390	954,850	6,587,742	15,155,237	(5,476,714)	157%	
<b>Short-term Housing Assistance</b> (rent assistance and services, e.g. rapid rehousing, short-term rent assistance, housing retention)	21,182,067	2,551,543	2,554,057	4,550,864	15,532,116	25,188,580	(4,006,513)	119%	
<b>Permanent supportive housing services</b> (wrap-around services for PSH)	11,452,584	1,192,911	1,883,955	3,800,623	3,756,563	10,634,051	818,533	93%	
<b>Long-term Rent Assistance</b> (RLRA, the rent assistance portion of PSH)	23,780,824	4,681,118	3,379,701	7,353,610	5,999,651	21,414,080	2,366,744	90%	
<b>Systems Infrastructure</b> (service provider capacity building and organizational health, system development, etc)	1,876,285	873,963	340,259	62,220	744,139	2,020,581	(144,296)	108%	
<b>Built Infrastructure</b> (property purchases, capital improvement projects, etc)	12,943,088	1,563,056	1,914,277	4,429,475	2,838,266	10,745,072	2,198,016	83%	
<b>Other supportive services</b> (recuperative care, workforce projects and other pilot programs)	3,363,179	159,140	1,606,676	1,481,389	(1,126,377)	2,120,828	1,242,351	63%	
<b>Operations</b> (technical, employment, benefits, training and consulting)	3,753,741	645,294	932,504	710,696	9,070	2,297,565	1,456,176	61%	
<i>insert add'l lines for other activity categories</i>						-	-	N/A	
<b>Subtotal Activity Costs</b>	<b>88,030,291</b>	<b>13,633,278</b>	<b>18,257,818</b>	<b>23,343,728</b>	<b>34,341,170</b>	<b>89,575,994</b>	<b>(1,545,703)</b>	<b>102%</b>	



**Administrative Costs**<sup>[1]</sup>

County Admin: Long-term Rent Assistance	487,351	88,751	68,024	130,724	136,590	424,089	63,262	87%
County Admin: Other	2,204,081	542,220	145,720	1,078,452	223,098	1,989,490	214,591	90%
<b>Subtotal Administrative Costs</b>	<b>2,691,432</b>	<b>630,971</b>	<b>213,744</b>	<b>1,209,176</b>	<b>359,688</b>	<b>2,413,579</b>	<b>277,853</b>	<b>90%</b>

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 2% of Partner's YTD expenses on long-term rent  
 Administrative Costs for Other Program Costs equals 3% of total YTD Other Program Costs.

**Other Costs**

Regional Strategy Implementation Fund <sup>[2]</sup>	5,450,000	-	-	692,372	3,468,132	4,160,503	1,289,497	76%
<i>insert add'l lines as necessary</i>								N/A
<b>Subtotal Other Costs</b>	<b>5,450,000</b>	<b>-</b>	<b>-</b>	<b>692,372</b>	<b>3,468,132</b>	<b>4,160,503</b>	<b>1,289,497</b>	<b>76%</b>

<b>Subtotal Program Costs</b>	<b>96,171,723</b>	<b>14,264,249</b>	<b>18,471,562</b>	<b>25,245,276</b>	<b>38,168,990</b>	<b>96,150,076</b>	<b>21,647</b>	<b>100%</b>
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Contingency <sup>[3]</sup>	5,450,000					-	5,450,000	0%
Stabilization Reserve <sup>[4]</sup>	16,350,000					-	16,350,000	0%
Regional Strategy Impl Fund Reserve <sup>[2]</sup>	8,228,639					-	8,228,639	0%
RLRA Reserves	-					-	-	N/A
Other Programmatic Reserves	96,433,836					-	96,433,836	0%
<i>insert add'l lines as necessary</i>						-	-	N/A
<b>Subtotal Contingency and Reserves</b>	<b>126,462,475</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>126,462,475</b>	<b>0%</b>

<b>Total Metro SHS Requirements</b>	<b>222,634,198</b>	<b>14,264,249</b>	<b>18,471,562</b>	<b>25,245,276</b>	<b>38,168,990</b>	<b>96,150,076</b>	<b>126,484,122</b>	<b>43%</b>
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<b>Ending Fund Balance</b>	<b>-</b>	<b>107,802,825</b>	<b>6,525,744</b>	<b>(5,119,584)</b>	<b>19,993,789</b>	<b>129,202,773</b>	<b>(129,202,773)</b>	<b>N/A</b>
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This amount does not include contingencies and reserves and any available fund balance that is already committed, assigned and planned to be spent down over the next few FYs.

Fund Balance Adjustment: GASB 31 Adjustment to value investments at fair value: Unrealized gains/losses	(3,839,382)
For Metro Reporting, SHS Revenue received in JUL and AUG posted to FY 23-24 (but per auditors, it belongs in FY 24-25)	(15,984,500)
<b>Ending Fund Balance per County Financial Statements</b>	<b>109,378,892</b>

\*Metro SHS Program Funds Adjustment: The purpose is to align this report more closely with how Metro, Multnomah County and Clackamas County recognize revenue. Washington County's external auditors recommended that SHS program revenue is recognized when received. For Q3, the Metro SHS Program Funds Adjustment line includes reducing July and August 2023 funds received due to being previously reported in the fund balance. For Q4, the Metro SHS Program Funds Adjustment line includes adding July and August 2024 funds received for inclusion in the Annual Report. Washington County will recognize the July and August 2024 funds received on the Metro SHS Program Funds line in FY 2024-25.

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

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

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

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

**Non-Displacement (IGA 5.5.1)**

**ANNUAL FINANCIAL REPORT ONLY**

	FY18-19 Budget	FY19-20 Budget	Prior FY Budget	Current FY Budget	Current FY Actuals	Variance from Benchmark	Comments
Current Partner-provided SHS Funds (Partner General Funds) <sup>[5]</sup>	N/A	794,401	N/A	2,452,400	1,174,046	379,645	Decrease from FY19-20 amount requires a written waiver from Metro.
Other Funds <sup>[6]</sup>	3,875,537	N/A	4,481,259	9,469,356	4,388,455	512,918	Explain significant changes from FY18-19 Benchmark amount or Prior FY amount.

<sup>[5]</sup> Per IGA Section 5.5.1.2 TERMS, "Current Partner-provided SHS Funds" means Partner's general funds currently provided as of FY 2019-20 towards SHS programs within Partner's jurisdictional limits including, but not limited to, within the Region. "Current Partner-provided SHS Funds" expressly excludes all other sources of funds Partner may use to fund SHS programs as of FY 2019-20 including, but not limited to, state or federal grants.

<sup>[6]</sup> Per IGA Section 5.5.1.1 OTHER FUNDS include, but are not limited to, various state or federal grants and other non-general fund sources. Partner will attempt, in good faith, to maintain such funding at the same levels set forth in Partner's FY 2018-19 budget. However, because the amount and availability of these other funds are outside of Partner's control, they do not constitute Partner's Current Partner-provided SHS Funds for purposes of Displacement. Partner will provide Metro with information on the amount of other funds Partner has allocated to SHS, as well as the change, if any, of those funds from the prior Fiscal Year in its Annual Program Budget.

**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.

Program Costs (excluding Built Infrastructure)	% of Spending per Quarter			Comments
	Budget	Actual	Variance	
Quarter 1	15%	15%	0%	Per guidance from Metro, Program Cost spend-down budget adjusted to match actuals for first three quarters after budget amendment.
Quarter 2	20%	20%	0%	
Quarter 3	25%	25%	0%	
Quarter 4	25%	42%	-17%	
Total	85%	103%	-18%	Less spent in Built-Infrastructure (as a result of more operational costs).

Built Infrastructure	\$ Spending YTD			Comments
	Budget	Actual	Variance	
Annual total	12,943,088	10,745,072	2,198,016	Provide a status update for below. (required each quarter)

<sup>[1]</sup> A "material deviation" arises when the Program Funds spent in a given Fiscal Year cannot be reconciled against the spend-down plan to the degree that no reasonable person would conclude that Partner's spending was guided by or in conformance with the applicable spend-down plan.

**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.

Carryover Spend-down Plan	\$ Spending by investment area			Comments
	Budget	Actual <sup>[2]</sup>	Variance	
Metro Beginning Fund Balance (carryover balance)	111,634,198	115,473,580	(3,839,382)	GASB 31 unrealized loss is not recognized on Metro reporting (per Metro guidelines).
<b>Describe investment area</b>				
Shelter Capital Funding	22,000,000	9,225,256	12,774,744	Shelter Capital Grants (POs 190269, 190805, 191001, 191781, 191953, 191984, 192020, 192408, 192942).
Rent Assistance Expansion	10,000,000	13,137,052	(3,137,052)	Eviction Prevention Contracts with Community Action Organization and Centro Cultural (POs 191471, 191943).
Capacity Building	2,500,000	1,060,695	1,439,305	Technical Assistance and Capacity Building Grants (POs 190869, 190880, 190881, 190958, 190961, 190962, 190972, 190992, 191032, 191235, 191662, 191670, 191884, 191889, 191938, 191964, 192193, 192294, 192296, 192316, 192338, 192341, 192358, 192376, 192378, 192676).
Supportive Housing Acquisition	17,000,000	1,628,368	15,371,632	Heartwood Common Stabilization (192462) and Elm Street (WIRE, 190129, 190283, 190338, 191963, 192613).
Access Center Capital Construction	5,000,000		5,000,000	Projects committed but work and spending delayed until FY 24-25.
Center for Addiction Triage & Treatment	1,500,000	1,500,000	-	Center for Addiction Triage and Treatment.
<i>insert addt'l lines as necessary</i>				
	58,000,000	26,551,372	31,448,628	
Remaining prior year carryover	53,634,198	88,922,208	(35,288,010)	
Ending Carryover Adj. (Projected Unspent Program Expense)	12,939,399	(21,647)	12,961,046	Projected as 15% unspent projected program expenses.. Actual unspent amount is less than 1%.
Ending Carryover Adj. (Δ between Dec 2022 and Aug 2023 Rev. Forecast)	27,201,667	24,317,712	2,883,955	New Metro SHS Revenue Projection Δ.
FY 25 revenue rollback	-	15,984,500	(15,984,500)	Two extra months of revenue (JUL-24 and AUG-24) roll back into FY 24 to become part of FY 24-25 Carryover (per Metro guidelines).
Metro Ending Fund Balance (carryover balance)	93,775,264	129,202,773	(19,443,010)	
JUL-24 Revenue and AUG-24 Revenue to be part of FY 24-25	-	(15,984,500)	15,984,500	Because July and August 2024 revenues are part of FY 24-25, they do not contribute to FY 23-24 ending fund balance carryover.
GASB 31 Unrealized Loss	-	(3,839,382)	3,839,382	GASB 31 Unrealized Loss (adjustment to bridge the gap between investment revenues and portfolio balance at June 2023) is to be recognized per audit recommendation.
Estimated Available Fund Balance for next FY planned investment	93,775,264	109,378,892	(3,458,510)	Ending fund balance per County Financial Records
Contingency	(5,450,000)	(5,750,000)	300,000	Per Metro guidance - should be 5% of budgeted revenue. Per Metro Oct 25, 2023 projection, revenue for FY 24-25 is estimated to be \$115m.
Stabilization Reserve	(16,350,000)	(17,250,000)	900,000	Per Metro guidance - should be no less than 10% of budgeted revenue. Per Metro Oct 25, 2023 projection, revenue for FY 24-25 is estimated to be \$115m.
Regional Strategy Impl Fund Reserve	(8,228,639)	(9,814,333)	1,585,694	Cumulative Regional Strategy Implementation Fund set aside to be spent per Metro directive. Per next FY budget, this amount is expected to be \$9.8m.
Estimated Available Fund Balance for planned Investments	63,746,625	76,564,559	(2,258,510)	This amount is committed, assigned and planned to be spent over the next multiple years. This amount is an estimate because next FY will have different reserve figures (based on Metro's projected revenue for FY 24-25).

<sup>[2]</sup> 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).

# Provider Demographics Information

The Annual Performance and Evaluation Report asked organizations to report a breakdown of their staff's demographics. The demographics of interest were race/ethnicity, gender identity, age group/generation, sexual orientation, veteran status, disability or functional difficulty, experience of homelessness, and additional languages spoken. Organizations were asked to use the Washington County Staff Demographic Survey to collect this information. Providers could also report staff demographics using internal organizational mechanisms, such as Human Resources data. Providers were asked to summarize any previous and future efforts to increase equity, diversity, and inclusion within their organizations. Providers were given a score for providing staff demographic data. The Annual Performance and Evaluation Report also asked organizations to provide the lowest, highest, and average annual salary for each position type, including direct client service, administrative, management, and executive leadership roles. Providers were given the option to comment on the salary information provided and explain any differences in pay between positions funded by SHS compared to other sources. Providers were given a score for providing pay equity information. The following data compiles the staff demographic and pay equity reports received from all SHS funded and contracted services providers.

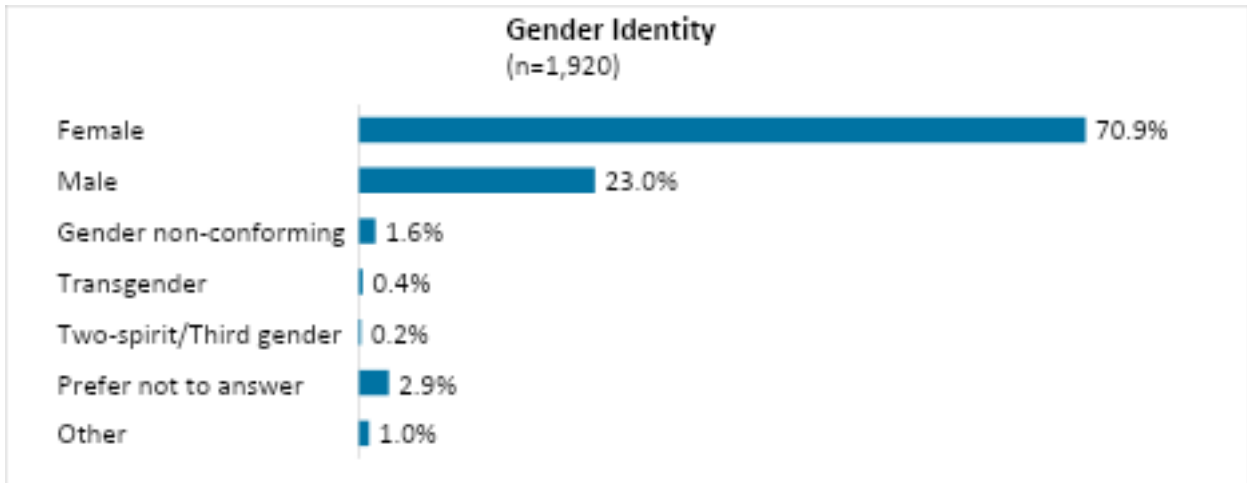
## STAFF DEMOGRAPHICS

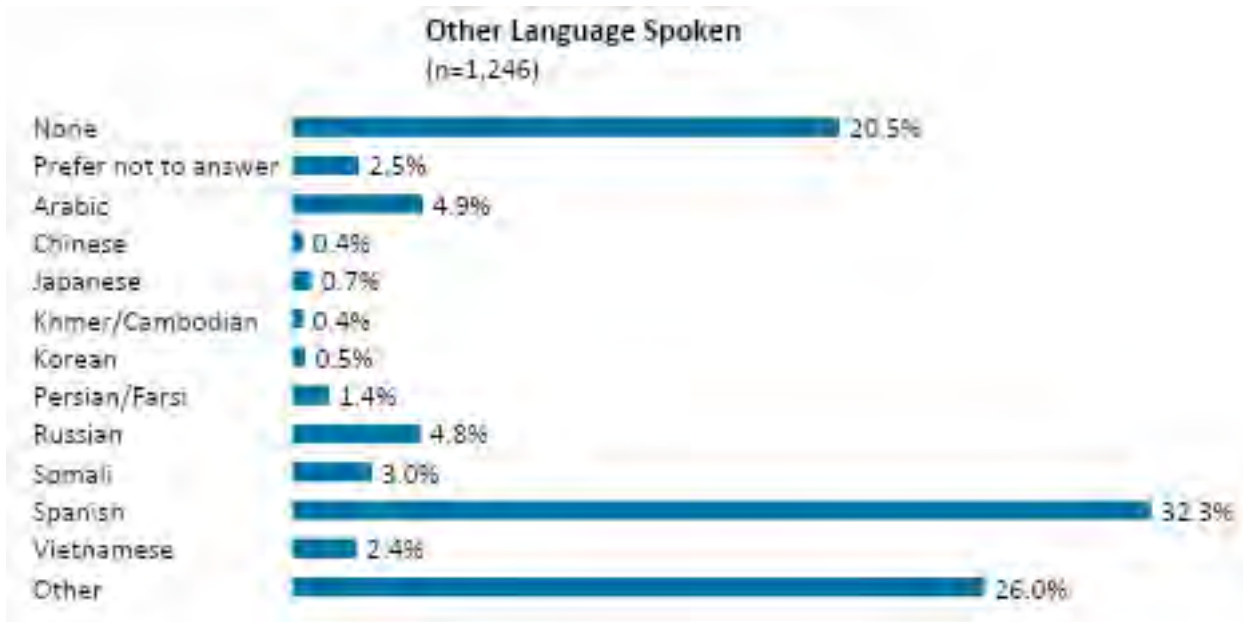
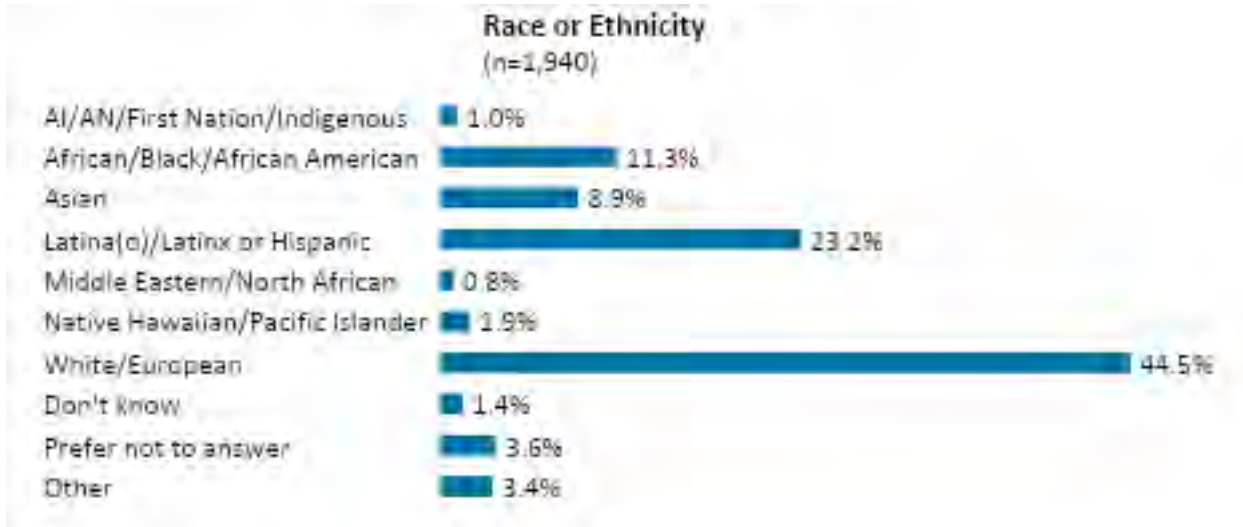
This section summarizes the demographics of staff employed at Washington County's SHS-contracted organizations.<sup>1</sup> It also highlights providers' previous and future efforts to increase diversity, equity, and inclusion (DEI) within their organizations. The demographic summary below represents 1,912 employees; however, not all employees are included in every graph due to missing data and/or because the number of organizations reporting data in each category varied. For other languages spoken, race/ethnicity, and gender, staff could select more than one category they identified with, thus the percentage may not add up to 100%.

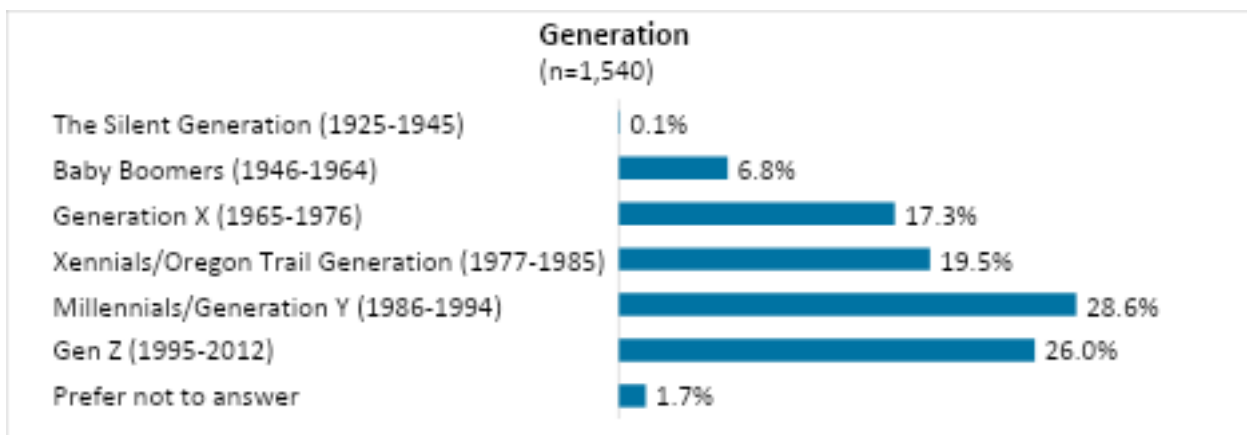
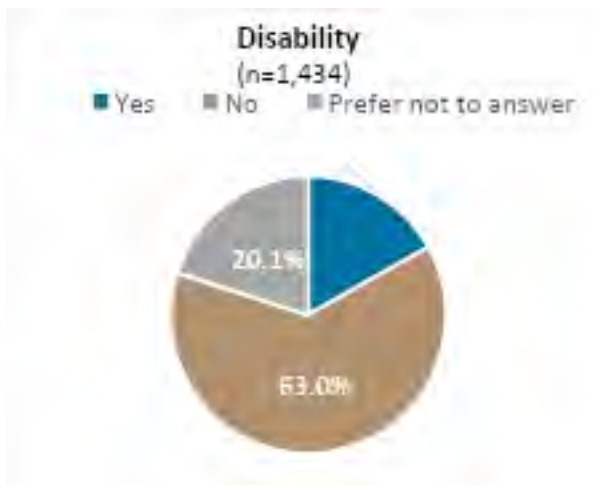
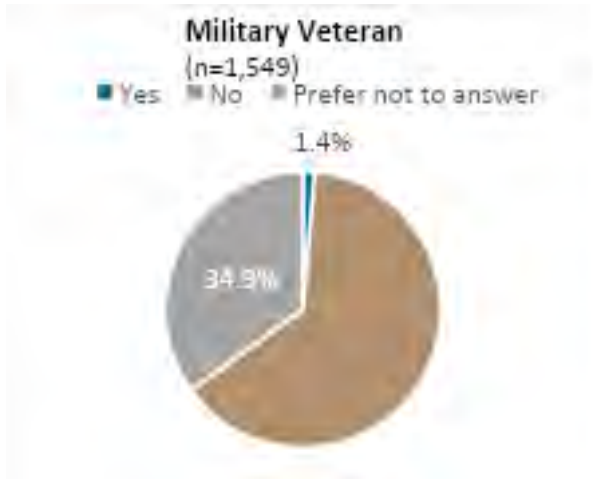
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<sup>1</sup> The number of staff reported on by organization ranged from two to 580. Organizations with higher reported numbers are more heavily represented in the results, while organizations with lower reported numbers may not fully capture their staff's demographics. A few organizations appear to have only reported demographic information for SHS-contracted positions.

**Demographic Summary**







### **Efforts to Increase Workforce Diversity, Equity, and Inclusion**

Over the past year, contracted organizations implemented and/or continued several efforts to increase diversity, equity, and inclusion in their organizations. The efforts primarily focused on internal organizational policies and practices and staff training to help make service delivery more equitable for participants.

Several providers partnered with external consultants or set up internal committees to review and update staff recruitment efforts. Enhanced recruitment efforts included diversifying where jobs were posted and intentionally recruiting candidates who are bi-lingual, have lived experience, and/or reflect the community served. Some organizations provide training in leadership and have set goals on internal promotion rates to support staff's professional development. Some organizations also offer higher differential pay for bilingual staff and some have conducted pay equity assessments.

A few providers have added new staff positions including Human Resources staff that focus on DEI and program staff focused on identifying and connecting with culturally specific resources for participants. Many providers continue to review and update policies and procedures, strategic plans, key performance indicators, and mission statements to reflect a commitment to diversity and inclusion. Providers have DEI and population-specific workgroups and committees, have scheduled routine internal discussions to increase staff knowledge around culturally specific topics, and have processes in place to receive staff input on internal policies.

Most organizations provide opportunities for DEI training to their staff and in some cases their board. Providers described offering both in person and virtual training options on topics such as the fundamentals of DEI, bias, anti-racism, trauma-informed care, cross cultural communication, disrupting microaggressions, and decolonizing the workplace. Providers have also offered trainings on serving LGBTQ and Indigenous populations, providing gender affirming care, serving pregnant persons, and disability justice.

### **Future Plans to Increase Workforce Diversity, Equity, and Inclusion**

Most organizations' DEI focus is on improving and expanding current efforts related to recruiting and hiring diverse staff, training on DEI topics, and supporting internal equity committees and affinity groups. Specific plans include revising employee handbooks, engaging with external partners and/or consultants, conducting pay equity surveys, revising pay scales, and hiring for equity focused positions. Some providers also described new practices they anticipate will increase workforce equity and retention including blind application screening procedures and implementing a four-day work week. A few providers plan to enhance demographics data collection practices, update performance metrics, and monitor the effectiveness of new diversity practices.

## **PAY EQUITY ANALYSIS**

This section summarizes pay equity data reported by Washington County's SHS-contracted organizations.<sup>2</sup> Washington County is interested in exploring any differences in pay for similar positions both within an organization and across different contracted providers. The graphs below show the

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<sup>2</sup> Two organizations did not report minimum, maximum, and/or average salary for some position types for which they reported staff counts. Those organizations were excluded from calculations for those positions.

minimum, maximum, and average salary by position across all SHS-contracted providers. A table with more detailed results of the pay equity analysis is found in Appendix A.



For Case Managers/Workers, Housing Liaisons, and Outreach Workers, most organizations had an average annual salary between \$50,000 and \$60,000. Three organizations had an average salary below \$50,000 for any of these positions, while two organizations had average salaries above \$60,000. Shelter staff positions had a lower average salary and a wider salary range, with all applicable organizations' average salaries falling between \$41,530 and \$55,250. The difference between the highest-paid housing liaison staff and the lowest-paid housing liaison staff across all SHS-contracted providers was \$35,043, the largest difference across these client-facing roles. The smallest difference was within shelter staff salaries with a difference of \$22,880.

The average pay differences for the same position type ranged from about \$4,700 for housing liaisons to about \$8,600 for case managers/workers. The largest pay difference for the same position within a single organization was a difference of about \$31,000 for case managers/workers.





\*Other client-facing roles Includes staff data from three organizations collected using different categories (e.g., direct service staff, health workers).



For administrative, management, and leadership roles, there is a wider difference in salaries within SHS-contracted providers. The average salaries per organization for administrative roles ranged between \$20,000 and \$67,000. For management roles across all SHS providers, there is a difference of close to \$132,000 between the highest and lowest reported salaries. Executive leadership had the largest gap between the highest and lowest salaries, with a difference of nearly \$345,000.

Although the range in salary for other client-facing roles is about \$132,000, it is difficult to meaningfully interpret due to potential major differences in the roles, responsibilities, and requirements of the various positions represented. Quality Assurance (QA) staff had one of the lowest differences between the highest and lowest paid positions of about \$29,000. This primarily reflects differences across organizations, as only 4 of 16 organizations reported more than one QA staff member.

Across all providers, the average difference between the highest and lowest paid staff member was about \$126,000, ranging from a difference of about \$36,000 to over \$350,000.

Of the 20 providers who provided narrative responses describing any differences in pay between SHS-funded and non-SHS funded positions, three-quarters (75%) reported no differences based on funding sources. Some providers noted that many positions are not funded by a single source and several providers stated that pay is set in part using market rates, tenure, and skill sets such as speaking multiple languages or having lived experience. Some providers who noted a difference in pay cited specialized skills or duties, while one provider has been working to raise non-SHS funded salaries across the organization to more closely align with the salaries set in their SHS contract.

In the optional narrative responses, some providers mentioned having conducted salary analyses of similar organizations in the Portland Metro region to set their staff's salaries. One provider noted their commitment to paying staff at 75% or higher of average salaries at comparable organizations. Some providers have internal workgroups or committees focused on pay equity. Some providers also cited contextual information to help explain pay differences. One provider noted that only a portion of time is spent on SHS for many of their staff roles, while another provider noted that a full-time work week for some positions is 31 hours, which leads to slightly lower pay for those positions compared to others within the organization.

### **CULTURALLY SPECIFIC ORGANIZATIONS**

Differences between culturally specific and non-culturally specific providers were explored using the Annual Performance Evaluation and Report results. The comparison explored any unique challenges faced by culturally specific providers that may be impacting how they are evaluated, as well as any differences in demographics and pay equity compared to non-culturally specific providers. Seven organizations were considered culturally specific organizations.

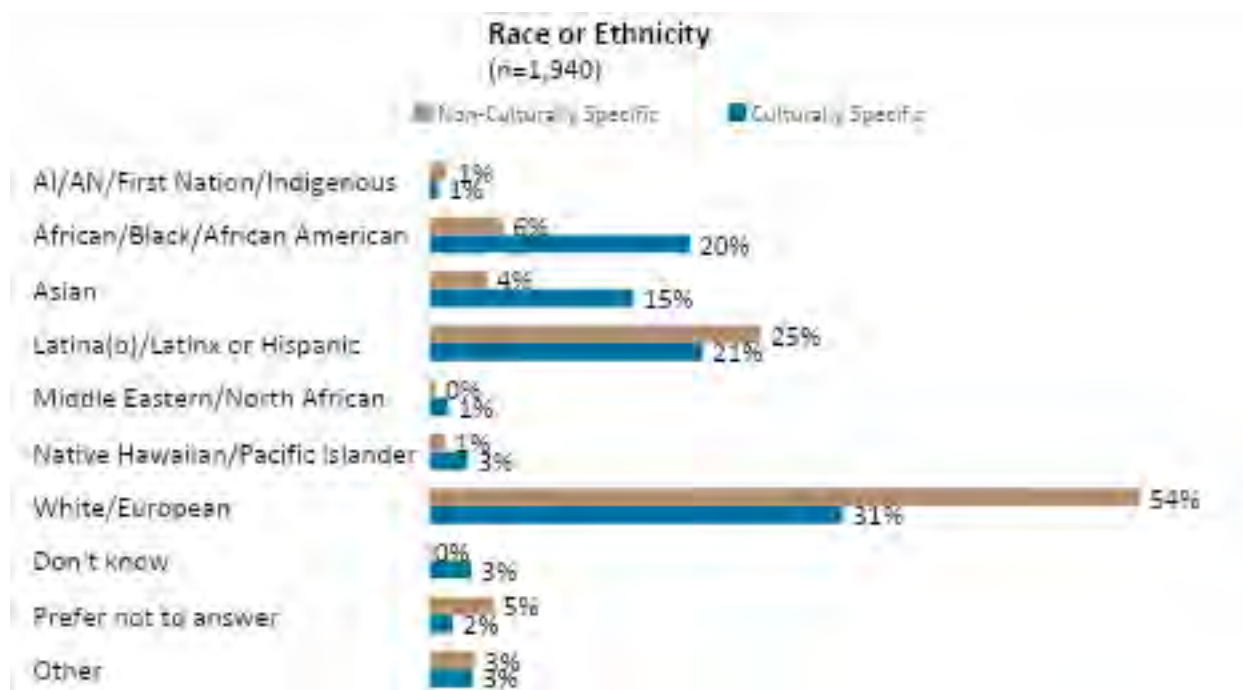
The program types explored for differences were ERR and HCMS, as six of the seven culturally specific providers had contracts for both program types. Culturally specific providers had a higher average overall score (48 points) for ERR compared to non-culturally specific providers (41 points). Culturally specific providers had a better average performance for contract utilization, percentage of households that exit to permanent housing, percentage of households with increased income at exit, average days to house, and average days to accept or contact referrals.

For HCMS, culturally specific (48 points) and non-culturally specific (49 points) providers had similar average overall scores. Culturally specific providers had better average performance for the percentage of households exiting without housing and average days to accept or contact referrals, and lower average performance for contract utilization, average days to house, and average days for program entries.

Narrative responses for ERR and HCMS were similar across culturally specific and non-culturally specific providers, highlighting challenges like ramping up new programs, staff capacity and hiring, and

contacting and/or engaging with participants. One culturally specific ERR provider noted that some participants may face additional barriers such as having no Social Security or Individual Taxpayer Identification Numbers, experiencing obstacles to services in their preferred language, and being unable to access public benefit programs.

Race and ethnicity were explored to compare culturally specific and non-culturally specific providers.<sup>3</sup> Culturally specific providers had substantially higher percentages of staff who identify as African/Black/African American (20%) and Asian (15%) compared to non-culturally specific providers (6% and 4% respectively). The percentage of staff who identify as Latina(o)/Latinx or Hispanic was slightly higher in non-culturally specific providers (25%) than in culturally specific providers (21%). The percentage of staff who identify as white was substantially higher in non-culturally specific providers (54%) compared to culturally specific providers (31%).

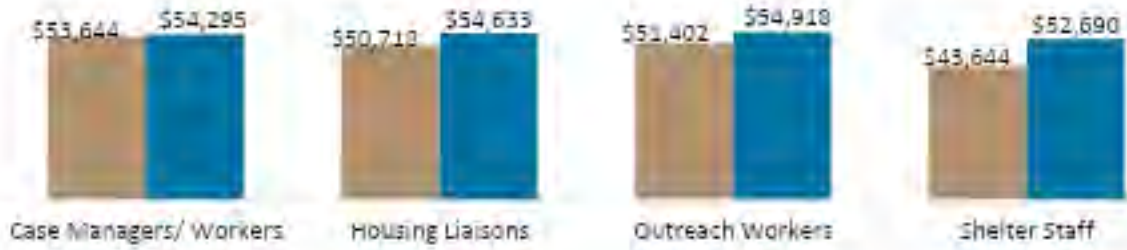


Salary data was also explored for differences between culturally specific and non-culturally specific providers. Average salaries were higher for culturally specific providers for each position reviewed, ranging from 1% higher (about \$650) for case managers/workers to 26% higher (about \$14,400) for QA staff. Culturally specific providers had a larger difference between the highest and lowest paid staff, ranging from \$20,000 for an administrative staff member to \$400,000 for an executive leadership position.

<sup>3</sup> The number of staff reported on by culturally specific providers ranged from two to 580. Organizations with higher reported numbers are more heavily represented in the results, while organizations with lower reported numbers may not fully capture their staff's demographics.

### Average Salary by Position Type

■ Non-Culturally Specific ■ Culturally Specific



### Average Salary by Position Type

■ Non-Culturally Specific ■ Culturally Specific



## APPENDIX A: PAY EQUITY ANALYSIS TABLE

Washington County SHS-Contracted Organizations Salary Overview					
	Number of Organizations	Number of Employees	Min Salary	Average Salary*	Max Salary
<b>Position Type</b>					
Case Managers	18	258	\$39,520	\$53,919	\$72,684
Housing Liaison	14	82	\$39,957	\$53,057	\$75,000
Outreach Workers	9	35	\$43,680	\$53,210	\$70,000
Shelter Staff	11	126	\$36,400	\$44,793	\$59,280
Other Client Facing Role**	14	582	\$34,216	\$51,221	\$166,400
Administrative Role	21	245	\$20,000	\$58,007	\$90,100
Quality Assurance Staff	16	22	\$44,720	\$57,229	\$73,500
Management Role	22	398	\$37,873	\$71,953	\$169,620
Executive Leadership	22	115	\$55,120	\$116,903	\$400,000
Other full-time staff	12	70	\$33,500	\$54,311	\$87,000
<b>Organization Size</b>					
1-15 staff	5	45	\$45,760	\$74,498	\$278,553
16-50 staff	10	276	\$20,000	\$64,156	\$259,778
Over 50 staff	8	1630	\$33,500	\$59,490	\$400,000
<b>Culturally Specific Services</b>					
Culturally Specific	7	845	\$20,000	\$63,276	\$400,000
Non-Culturally Specific	16	1106	\$34,216	\$58,375	\$228,000

\* Weighted by number of staff in each role per provider

\*\* Includes staff from three organizations collected using different categories (e.g., direct service staff, health workers).

# Regional Coordination

*This section was co-drafted by Washington, Clackamas, and Multnomah counties.*

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 2024 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 \$8 million 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, 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 establishing the first medical respite program 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 im-

proved 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 supported 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 Homelessness 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 our roles as analysts. This is also a group where we discuss potential alignment with respect to SHS topics and learn best practices around other aspects of work such as Regional Long-Term Rent Assistance (RLRA) quality control in HMIS. We also 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 Housing Authority together to create regional policies and processes for administering the program, which included 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 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 houselessness into housing across the region through our 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.





# FY 2024 Supportive Housing Services Annual Report

A report on the coordinated effort between Metro and Multnomah, Clackamas and Washington counties to reduce chronic and overall homelessness.



# Welcome

Welcome to the Joint Office of Homeless Services' **FY 2024 Supportive Housing Services Annual Report!**

This year's report highlights the outcomes, progress, and challenges that Multnomah County faced in supporting our unhoused, unsheltered, and at-risk neighbors through housing and a range of supportive services. You will also learn about Multnomah County's ongoing contributions to the region's efforts in reducing homelessness and providing long-term housing solutions.

Thank you for your continuous interest and support of our work and we invite you to dive deep into this report!

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# Acknowledgments

## Land Acknowledgement

Multnomah County rests on the stolen lands of the Multnomah, Kathlamet, and Clackamas Bands of Chinook Indian Nation; Tualatin Kalapuya; Molalla; and many others along the Columbia River. This country is built on stolen Indigenous land and built by stolen African people. This land was not stolen and people were not enslaved by ambiguous entities and actors. The land was stolen by, and African peoples were enslaved by, White settlers who had government support. We also want to honor the members of over 400 tribal communities who live in Multnomah County. Many of these people and their cultures still survive and resist despite the intentional and ongoing attempts to destroy them.

**Credit to: Dr. Aileen Duldulao and Heather Heater, Multnomah County**

## Community Acknowledgment

The Joint Office of Homeless Services honors the experiences, time and labor of our unhoused and housing-insecure neighbors, who continually inform our work. We recognize the urgency to meet the needs of our community and prioritize creating culturally responsive, community-driven and sustainable systems.

We acknowledge the existence of structural racism and commit to developing, implementing and evaluating policies and practices that achieve equitable outcomes while eliminating disparities that people of color experience. We believe that focusing on racial equity allows us to more effectively serve all communities.

We thank the region's voters for their continued support with the SHS Measure! This ongoing investment in life-saving services already had a major impact in its first three years of implementation and will continue to lead to better outcomes over the next seven years and improve the lives of thousands of people experiencing and at risk of homelessness.



# About the Joint Office of Homeless Services



## Mission

The Joint Office of Homeless Services oversees the delivery of services for people experiencing and at risk of homelessness in Multnomah County, including things like shelter, street outreach, recovery services, and rehousing.

We work with community-based organizations and government entities to provide participant-driven, coordinated, equity-based services focused on people experiencing and at risk of becoming homeless. Central to that work is a spirit of partnership and shared power with those experiencing homelessness.

We monitor funds issued by the U.S. Department of Housing and Urban Development's Continuum of Care program, manage systems of care, and oversee system reporting and evaluation.

## Vision

To create an equitable community where all people have safe, affordable, and accessible housing.



# Supportive Housing Services Measure












In May 2020, voters in Multnomah, Clackamas and Washington counties approved Measure 26-210, introducing two new taxes to help end homelessness across greater Portland.

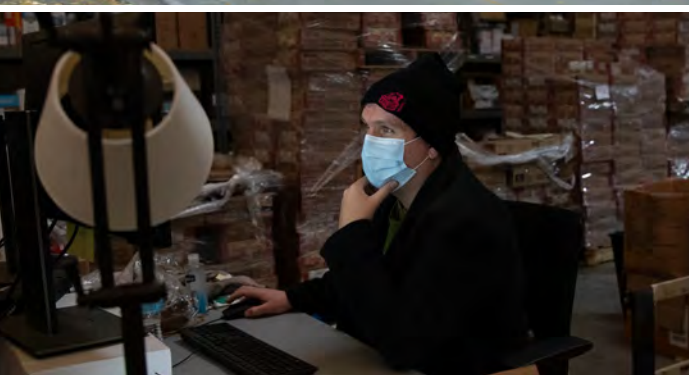
Focusing on addressing racial disparities in homeless services and chronic and short-term homelessness, the measure funds services including, permanent supportive housing, shelter, outreach, behavioral health services, rent assistance and other supports.

## 10-year Regional Goals

- 1 Connect 5,000 people with permanent supportive housing
- 2 Expand and build new outreach teams
- 3 Stabilize 10,000 households with permanent housing
- 4 Expand network of culturally specific and other providers
- 5 Share consistent regional data and regularly updated visuals
- 6 Increase shelter capacity and access

## Services Funded

 Addiction/Recovery Assistance	 Advocacy & Case Management	 Basic Survival Support	 Behavioral & Mental Health Services	
 Education Assistance	 Employment Assistance	 Eviction Prevention	 Housing Placement	 Legal Services
 Language & Cultural Support	 Outreach & In-Reach Services	 Peer Support Services	 Permanent Supportive Housing Services	
 Rent Assistance (Urgent & Long-Term)	 Shelter Services	 Tenant Rights Services	 Other Supportive Services	



## Contracted Service Providers

### Recognizing Workers & the Services They Provide

We express our deepest gratitude to our partners and providers, particularly, the direct service staff who work daily to support our unhoused, unsheltered, and housing-insecure neighbors. Their work includes supporting people with eviction prevention services, providing survival-focused services through street outreach, and helping people transition into shelters and housing programs, and helping people maintain housing with wraparound services and supports.

211info  
 AllOne Community Services  
 Beacon Village  
 Black Community of Portland  
 Blanchet House of Hospitality  
 Bradley Angle  
 Bridges to Change  
 Call to Safety  
 Cascade AIDS Project (CAP)  
 Cascadia Clusters  
 Cascadia Health  
 Catholic Charities of Oregon  
 Central City Concern (CCC)  
 City of Gresham  
 City of Portland  
 College Housing Northwest  
 Community Development Corporation (CDC)  
 Community Partners for Affordable Housing (CPAH)  
 Cultivate Initiatives  
 Do Good Multnomah  
 Ecumenical Ministries of Oregon (EMO)  
 El Programa Hispano Católico  
 Family Essentials, LLC  
 Family Promise of Metro East  
 Greater New Hope  
 Family Services

Helping Hands Reentry Outreach Centers  
 Home Forward  
 Innovative Housing Inc.  
 Immigrant and Refugee Community Organization (IRCO)  
 Janus Youth Programs  
 JOIN  
 Juntos NW  
 Lasko Refuge  
 Latino Network  
 Marie Equi Center  
 Mental Health and Addiction Association of Oregon (MHA AO)  
 Metropolitan Public Defender  
 Miracles Club  
 Native American Rehabilitation Association of the Northwest (NARA NW)  
 Native American Youth and Family Center  
 Neighborhood House  
 New Avenues for Youth  
 New Narrative  
 Northwest Pilot Project  
 Operation Nightwatch Portland  
 Oregon Law Center  
 Our Just Future

Outside In  
 Outside the Frame  
 Path Home  
 Portland Street Medicine  
 Project Patchwork  
 Project Quest  
 Rahab's Sisters  
 Raphael House of Portland  
 Rose Haven  
 The Salvation Army  
 Self Enhancement, Inc.  
 Somali Empowerment Circle  
 Stone Soup PDX  
 Sunstone Way (f.k.a. All Good NW)  
 Telecare Mental Health Services of Oregon  
 Transition Projects  
 Trash for Peace  
 Urban League of Portland  
 Volunteers of America Oregon  
 WeShine Initiative  
 West Coast Sober Housing  
 Worksystems Inc.  
 YWCA of Greater Portland

### Multnomah County SHS Community Advisory Committee

**Cheryl Carter**  
 Community Member

**Melissa Bishop**  
 MHA AO

**Crystal Magaña**  
 Community Member

**Patrick Alexander**  
 Central City Concern

**Daniel Carrillo**  
 NAYA

**Rebecca Battin**  
 Pacific Refugee Support Group

**Dwight Minnieweather**  
 Straightway Services

**Glyceria "Ria" Tsinas**  
 Academy of Perinatal Harm Reduction

**Ed Johnson**  
 Community Member

**Sandra Comstock**  
 Hygiene4All

**Jamar Summerfield**  
 Restorative Justice

**Theo Hathaway Saner**  
 WeShine

**Jessica Harper**  
 City of Gresham

**Ty Schwoeffermann**  
 Community Member

**Johnnie Shaver**  
 Towards Solidarity

**Xenia Gonzalez**  
 Community Member

**Julia Delgado**  
 Urban League PDX

**Yvette Hernandez**  
 Community Member

**Lauren Link**  
 Community Member



## Letter from the Director

The Joint Office of Homeless Services has successfully completed our third year of implementing the Supportive Housing Services (SHS) Measure, and we have a lot of positive news to share: **This measure is working and is making a difference in our community, right now.** I would like to take this moment to recognize how much the conversation around our work has changed, and how far we've come to put ourselves on track.

Even just a year ago, our department was in a tough spot. I signed onto my role as director of the Joint Office in spring 2023, at a time when the department was the subject of intense criticism, primarily the result of underspending millions of dollars entrusted to it through this measure.

Beyond underspending, our workforce was tired from pandemic efforts to add hundreds of shelter beds and affected by leadership turnover. We weren't meeting all of the goals set out by this measure, and our community was rightfully disappointed.

I took this job understanding that there would be struggles ahead, but with confidence in our staff, service providers and ability to invest in the turnarounds that will have the greatest impact. **I'm proud to say we have made remarkable progress in the past year.**

After years of criticism for lack of a plan, and with strong

leadership from the County Board of Commissioners and Portland City Council, we now share a clear, detailed strategy for the next two years in the Homelessness Response Action Plan. This plan acknowledges that we need all hands on deck to make an impact on this crisis.

In FY 2024 alone, **we helped place 2,322 people into housing using SHS dollars.** That's a **76% increase** over our SHS outcomes last year, and more than 40% of the nearly 5,500 people housed overall.

One type of housing in particular, rapid rehousing, saw especially impressive outcomes. We placed **1,510 people in rapid rehousing last fiscal year**, more than **double our goal.** This is in no part due to our success in placing more than 300 people into housing as part of the County's SHS-funded Housing Multnomah Now initiative.

We got close to hitting our permanent supportive housing goal as well, placing **442 households into supportive housing** last fiscal year, which was **90% of our goal.** I'm proud of the progress, and know we will be able to catch up in FY 2025. Construction delays and other factors out of our control meant that 242 site-based supportive units didn't open as planned, but they are on track to open in FY 2025, allowing more people to move into permanent supportive housing moving forward.

We're also making progress in other areas. Three years into the measure, **we've opened or sustained 800 shelter beds with Supportive Housing Services funding, well above our goal** of 245 beds. Additionally, in contrast to our previous challenges with underspending, we exceeded our financial goals for the year, spending 80% of our SHS program budget. We successfully invested every new SHS dollar sent to Multnomah County in Fiscal Year 2024, effectively putting to use an unexpected increase in funding that Metro collected and sent mid-year.

While we celebrate our progress, this is by no means a victory lap, and we still have a ways to go. More than 10,000 people are still experiencing homelessness in our community right now, and more are becoming homeless every day.

But I remain hopeful, because **we are in a better place than ever to address the crisis before us.** With a roadmap before us, strong leadership, and the resources provided by the SHS Measure, I am confident in the direction we're going. We must keep moving forward together in this work, and I know we will rise to the challenge.



**Daniel Field**  
Director, Joint Office of Homeless Services





## FY 2024 Key Outcomes

**2,322** newly placed into SHS-funded housing, a 76% increase from FY 2023

**1,160** people served in SHS-funded emergency and behavioral health shelter

**2,675** people served through outreach, legal services, and employment assistance

**1,510** people served with rapid rehousing rent assistance

**89** sober-living beds added with SHS funding

**\$17.616 million** distributed to culturally specific organizations — a 91% increase over FY 2023

Multnomah County used every new SHS dollar in FY 2024 and more; met CAP conditions

Day center services funded by SHS for first time (90,000+ visit capacity)



## Executive Summary

In Fiscal Year 2024 (July 1, 2023 - June 30, 2024), the third year of implementation of Metro's SHS Measure, Multnomah County succeeded in surpassing most goals set by Metro and fully spending all new funds received this year.

Metro's SHS Measure is a 10-year, voter-approved investment in our region's response to homelessness. Multnomah County's work of implementing this measure is shaped by our intergovernmental agreement with Metro, our County's 10-year Local Implementation Plan (LIP), annual work plans, and guidance and leadership from multiple elected and advisory bodies, along with partners and community members.

Multnomah County has successfully leveraged SHS funds to build and maintain the numerous programs and systems needed to accomplish the goals of the measure, placing many more people into permanent housing than the previous two years, while also expanding street outreach, day centers and navigation services, increasing shelter and housing access for people living with mental health challenges and substance use, and developing an unprecedented level of collaboration across governments. The Joint Office also allocated SHS funds to support and expand the City of Portland's Temporary Alternative Shelter Sites and Safe Rest Village programs.

A primary focus for our third year of SHS implementation was continuing to build out a sustainable system that allows us to respond quickly to this continuously fluctuating source of funding, and be able to get the revenue out into the community as efficiently and transparently as possible. This year has seen data improvement, better

engagement with community partners, a continued focus on racial equity, and reduced workforce challenges among our providers.

SHS funding this past year has made a measurable impact on the lives of thousands of community members experiencing or at risk of homelessness. In FY 2024, across funding streams, the Joint Office supported a total of 5,477 people in leaving homelessness for housing. SHS funding enabled almost half of those housing placements, with **2,322 people housed thanks to SHS-funded programs**. That's a **76% increase** over our SHS-funded placements from the year before — 1,004 more people.

Notably, nearly a third of those additional placements came through **the Housing Multnomah Now pilot program, which exceeded its placement target for the fiscal year**. As our SHS programming continues to grow and strengthen, so is the impact of this measure on our community.

In the previous two years, the Joint Office did not meet its ambitious spend-down goals, which resulted in Metro and Multnomah County initiating a Corrective Action Plan (CAP) in May 2023 to address underspending. **This year marked a significant turnaround with the Joint Office spending 100% of its share of SHS revenues collected by Metro during Fiscal Year 2024, meeting our spending goals and investing 71% of SHS funds into services for people experiencing chronic homelessness and disabilities, called "Population A."** (Find spending info in the Financial Overview section). When the Joint Office received a large amount of unanticipated revenue mid-year, we established best practices for ensuring

that revenue was effectively incorporated into programs and services as quickly as possible. The Joint Office met all the spending goals outlined in the CAP as of this report.

The overall tri-county SHS goal is to create 5,000 new permanent supportive housing units over the 10-year lifetime of the SHS measure. With the progress made in the first three years of implementation of this measure, Multnomah County is on track to meet our 10-year goal of creating 2,235 permanent supportive housing units. We anticipate hitting 85% of that goal by June 2025. And, we're on track with our goal of placing 2,500 people in permanent housing, transitional housing, or rapid rehousing each year.

Central to this measure is intentionally leading with race and reversing the disparate impacts of homelessness experienced by people of color. **The Joint Office has made progress in our equity work**, with Black, Indigenous and other People of Color (BIPOC) making up 66% of permanent supportive housing placements (slightly below last year's outcomes), and 64% of rapid rehousing placements (slightly above last year) during FY 2024.

The impact of the measure is even bigger when looking at everyone served in housing funded by the SHS Measure — not just those who were rehoused last fiscal year. Through the end of FY 2024, **4,760 people were actively receiving support from SHS-funded housing programs** through the Joint Office, including both people newly placed in housing and people sustained in SHS-funded housing, who moved in during previous years and continue to receive services.



The Joint Office also strengthened contract management and oversight, addressing previous concerns, developing protocols that were cited as a model for other County departments. A County audit this fiscal year [found that the Joint Office met or exceeded expectations on contract monitoring](#).

This fiscal year, the City of Portland and Multnomah County embarked on an unprecedented collaborative effort to rapidly expand access to housing and shelter in our community. Known as the Homelessness Response Action Plan (HRAP), it includes a number of benchmarks – many of which involve SHS funding and programs. While not finalized until early FY 2025, much of the work of developing the HRAP took place in FY 2024, including a new City-County Community Sheltering Strategy.

Goals of the HRAP include increasing the number of people moving from shelters into housing by 15% by the end of 2025, ensuring that people who enter permanent supportive housing remain in housing after two years, ending the practice of discharging people from prisons onto the streets, and addressing youth aging out of foster care to ensure they don't end up homeless.

Effective homeless services require a coordinated system involving multiple agencies and service providers. Building this infrastructure, or expanding our existing one, takes time. It involves developing data-sharing agreements, establishing referral processes, and ensuring services are complementary and not duplicative. During this third year of

implementation of the SHS measure, the Joint Office has demonstrated the effectiveness of a carefully planned, robust and coordinated system to address the ongoing crisis of both short- and long-term homelessness in our community.

"I'm proud to show the Joint Office showed strong gains in both performance and spending this past fiscal year, and we have made great strides in our urgency and accountability in relation to this work," said Multnomah County Chair Jessica Vega Pederson. **"What this really equates to is better support for people who are connected to our services. These are shelter beds for people. This is the opportunity to stay housed and safe. These are really good outcomes for community members who are part of the priority populations that we're serving. And for many, this is a brand-new life."**

## Phase 1 of SHS Implementation

**Realizing the SHS promise by delivering critical services for chronically homeless households.**

The Joint Office of Homeless Services is delivering on the promise of the SHS measure by faithfully executing the Phase 1 (years 1-3) plan outlined in Multnomah County's Local Implementation Plan (LIP). Developed through extensive community engagement and input from over 350 individuals experiencing homelessness, the LIP guided the creation of the SHS investment goals. These priorities reflect the community's vision for **immediate and transformative action** to address homelessness and support vulnerable populations.

In FY 2024, significant progress has been made. SHS investments resulted in 2,322 individuals being housed this year — an increase of 76% compared to the previous year. This accomplishment reflects the measure's intent to quickly expand access to stable housing while addressing the unique needs of those who are chronically homeless or facing severe barriers to stability. The expansion of rapid rehousing programs and day center services also responds directly to the community's call for **flexible, low-barrier housing solutions that provide immediate support and pathways to long-term stability**. While the SHS program is often seen as primarily serving single adults, it is important to note that 25% of the people housed through a regional long-term rent assistance voucher are children under the age of 18, who are part

of a chronically homeless household. This highlights the broad impact of SHS services on entire families in need.

Stakeholder engagement during the SHS planning process for the LIP underscored the urgent need to address housing for individuals with severe and persistent mental illness. In response, JOHS initially released 200 long-term permanent supportive housing vouchers, with 100 allocated to Assertive Community Treatment (ACT) and Intensive Community Treatment (ICT) programs, and 100 dedicated to New Narrative, a regional behavioral health and housing provider. Since that time, JOHS has scaled up the ACT/ICM program by an additional 50 permanent supportive housing vouchers, bringing the total to 150. **These targeted interventions are another critical factor in reducing returns to homelessness by addressing both housing and behavioral health needs in a coordinated manner.**

Throughout these efforts, JOHS has remained committed to equity, with 64% of rapid rehousing placements going to BIPOC households—further evidence of our focus on addressing the racial disparities highlighted in the Local Implementation Plan. **The SHS measure has allowed us to meet urgent needs while maintaining transparency, collaboration, and accountability to the community.** By fulfilling the goals set forth in Phase 1 of the plan, the Joint Office is not only meeting its promise to voters but is also laying the foundation for long-term solutions that will continue to address homelessness in Multnomah County.



**The Aurora**  
SHS Permanent Supportive Housing

# Housing & Services



The Joint Office of Homeless Services funds a robust and comprehensive portfolio of housing and homeless services programs that serves thousands of individuals in the Portland metro region.

## Housing & Services

The Supportive Housing Services Measure has allowed us to greatly expand our impact, but we are also fortunate to receive funding from multiple sources and deliver services that go beyond those funded by the measure. In total, across funding streams, the Joint Office and our partners supported over 15,000 people moving into or retaining housing, enrolled or sustained over 18,800 people with homelessness prevention rent assistance; and assisted over 9,100+ people with emergency shelter. The FY 2024 systemwide outcomes, published annually in our Q4 System Performance Reports, are available on the [JOHS Tableau dashboard](#). SHS funding is driving these systemwide increases, allowing us to help more people with housing and services.



### Key SHS Outcomes: FY 2024

- 2,322 people** newly moved into SHS-funded housing
- 1,106 people** served in SHS-funded emergency
- 90,000+ visits** expanded capacity in day center services with FY 2024 SHS funding
- 2,675 people** served through outreach, legal services, and employment assistance
- 1,510 people** served with rapid rehousing rent assistance
- 89 sober living beds** added with SHS funding to take action against the addiction crisis

### 2,322 people newly moved into SHS-funded housing

Leveraging all funding streams, the Joint Office supported 5,477 people in newly leaving homelessness for housing this year. **SHS funding accounted for 2,322, or 42% of people newly placed in housing.** We have used SHS funding strategically to expand permanent supportive housing, providing long-term rent assistance with supportive services. **Since 2021, SHS has accounted for 77% of the added permanent supportive housing units/vouchers in Multnomah County.**

### System-wide eviction prevention strengthened by SHS funding

Eviction prevention is emerging as a critical need across the country, driven by fluctuations in the rental market and the lingering impacts of the COVID-19 pandemic. Multnomah County has seen a similar rise in demand for eviction prevention services. **Between October 2023 and September 2024, there were 11,243 eviction cases filed in the County** — an average of 1,000 cases per month, with over 85% caused by nonpayment. This data highlights the precarious position of households that may be working but still unable to keep up with rising rent costs. In 2024 alone, SHS funding played a critical role in maintaining staffing and disbursing homelessness prevention rent assistance, particularly in communities disproportionately affected by eviction, such as Black, Indigenous, and People of Color (BIPOC) households.



## “Sitting down, having a coffee, and being able to share your experience is really vital to your own mental health.”

Ecumenical Ministries of Oregon's (EMO) HIV Day Center offers a safe space for guests to meet their basic needs and find community.

Every weekday, people living with HIV are welcomed inside the HIV Day Center, a safe and confidential space in Northeast Portland run by EMO. The center, which was the first freestanding HIV center in the country when it opened three decades ago, helps people meet their basic needs and find community and connection.

And thanks to funding from the Joint Office of Homeless Services and the Supportive Housing Services Measure, the center increased its impact last year, expanding its service hours to its pre-COVID levels. These days, clients can find community and services at the center every weekday from 9 a.m. to 4 p.m.

The center is one of seven drop-in centers able to expand their services this year as part of an FY 2024 Joint Office funding package of unanticipated Supportive Housing Services dollars. That same package is also allowing two brand-new day spaces to open in FY 2025. As a result, people made more than 90,000 visits to daytime drop-in services in Multnomah County last fiscal year.

At the HIV Day Center, guests stop by for a meal, do their laundry, take a shower, and get their mail. Many of the guests are experiencing homelessness and might not have access to those basic, daily opportunities otherwise.

The center also provides a safe community for guests, many of whom have similar life experiences.

“Many of our clients deal with discrimination and stigmatization because of their [HIV] status,” said Taylor Silvey, Ecumenical Ministries of Oregon's public relations and public health coordinator. “Sitting down and having coffee and being able to share your experience is really vital to your own mental health.”

Many day centers offer more than immediate services — they also connect clients to long-term support. That's the case at the HIV Day Center, where participants are referred to healthcare, housing and other supports.

“The funding from JOHS has been huge for us,” Silvey said. “It's allowed us to extend our hours. It's allowed us to provide more meals and provide more support in the community. So it's really had a direct impact on our ability to meet the increased needs of our clients.”

Josh Stromberg-Wojcik (L),  
Chautauqua Cabine (M), Julie Galstad (R)  
Ecumenical Ministries of Oregon - HIV Day Center



## Housing & Services (Continued...)

### System-wide eviction prevention strengthened by SHS funding (Continued...)

Through community engagement during the development of the Local Implementation Plan (LIP), short-term rent assistance was identified as a critical tool to prevent homelessness. The LIP reflected this input by making short-term rent assistance one of the core commitments for the first phase of SHS investments. In FY 2024, the County's investments in short-term rent assistance have demonstrated a clear commitment to these community-driven priorities. Despite reduced federal funding from the American Rescue Plan, **Multnomah County was able to serve 18,802 people with homelessness prevention rent assistance, including 398 people specifically funded through SHS.**

Additionally, SHS funding was crucial in supporting the staffing capacity needed to manage the disbursement of rent assistance, enabling culturally specific organizations such as Immigrant and Refugee Community Organization, Self Enhancement Inc., El Programa Hispano Católico, Latino Network, and the Native American Youth and Family Center to maintain service levels. By ensuring these organizations had the necessary staff, the county was able to effectively reach vulnerable populations, helping to prevent evictions and stabilize families.



Metropolitan Public Defenders (MPD) Housing Barrier Mitigation Program, funded by SHS, also contributed to the County's eviction prevention efforts. The program provided legal support to 605 clients this year, utilizing over \$450,000 in client assistance funds to address housing barriers and prevent eviction. As eviction filings rise, increasing from 6,609 in 2022 to 8,894 in 2023, **SHS funding remains an essential resource for preventing homelessness and ensuring stability for households living on the edge.**

In line with our commitment to equity, 85% of those receiving homelessness prevention through SHS in Multnomah County are BIPOC households, demonstrating that local eviction prevention efforts can help to address racial and economic disparities.

As federal funding for rent assistance becomes more limited, maintaining staff capacity and legal services through SHS funding will be key to managing the growing demand for eviction prevention and ensuring that vulnerable households remain housed.

### 1,160 people served in SHS-funded emergency & behavioral health shelter

In Multnomah County across funding streams, service providers helped 9,101 people access emergency shelters this year, with SHS funding accounting for 12% of that total — 1,160 people. We used SHS funding strategically to open 205 new shelter units, expanding alternative, congregate, and motel shelters. Additionally, SHS funding supported longstanding shelter programs, providing critical resources for repairs and wage increases, reinforcing the overall strength of the County's shelter system. This includes 17 sites opened by the County or Joint Office since 2020 alone. SHS funds also help expand the City of Portland's Temporary Alternative Shelter Sites and Safe Rest Village Shelters.

### First year of SHS-funded day center services, with a capacity to serve 90,000+ visits

This year, the Joint Office strategically used SHS funding to sustain and expand existing day center and drop-in services for people experiencing homelessness, develop two new day centers that will open in FY 2025. Day and drop-in services include a diverse range of support including meals, survival outreach and affinity spaces. Often these services provide a brief respite from the day-to-day challenges for people experiencing homelessness and offer opportunities to build community. Across all of the SHS-funded day centers, the Joint Office has funded the capacity for 90,000+ annual visits. This number assumes repeat visits by the same individuals.

### 2,675 people served through outreach, legal services and employment assistance

Beyond housing and shelter, the SHS measure funds a wide range of supportive services, including street outreach, shelter in-reach, legal services, and employment programs. This year, the Joint Office provided these services to 2,675 people. Examples include the Clean Start employment program and the Community Volunteer Corps at Central City Concern, the employment program at Stone Soup PDX, film workforce development with Outside the Frame, and Expanding Pathways to Employment at Cultivate Initiatives. See **Attachment B** for additional support-services-only programming.



## Housing & Services (Continued...)

### Serving 1,510 people with rapid rehousing rent assistance

We've been able to serve more people this year as a direct result of SHS funding. In FY 2024, the Joint Office used SHS funding to significantly expand our services across multiple program categories, guided by the frameworks outlined in Multnomah County's Local Implementation Plan (LIP), and the new Homelessness Response Action Plan approved earlier in 2024.

A key focus this year was increasing housing placements through rapid rehousing programs, which offer low-barrier rental assistance typically up to 12 months, paired with case management and flexible client assistance. Service providers supported 910 households (1,510 people) through rapid rehousing — a 117% increase over the previous year. This growth was driven by deepening two major investments Housing Multnomah Now, the rapid rehousing program that helped 313 households move from homelessness to housing before June 30, 2024, and "Immediate Response" client and rent assistance for existing rapid rehousing programs.



### Using SHS funding to take action against our addiction crisis, adding 89 sober living beds

This year, we also used SHS dollars to increase behavioral health investments, expanding access to addiction treatment services and recovery-oriented housing. Our addiction response work was largely funded by FY 2023 unanticipated revenue that was then allocated for this purpose. The \$15 million SHS investments to expand addiction treatment services were managed by the County Health Department through the Behavioral Health Division's Addiction Services Team. They put SHS funding to use by helping service provider Bridges to Change purchase a property in Gresham that will be used for an addiction treatment program to include both residential treatment and transitional housing.

This investment demonstrated the power of bringing together multiple funding streams: The SHS investment was combined with a one-time investment from Care Oregon and funds from Oregon's opioid settlement.

As a result of that 2021 settlement, pharmaceutical companies will pay the state of Oregon \$600 million over the next 14 years, and the County will receive allocations from that funding. This year's investment in Bridges to Change demonstrates an opportunity for braiding together opioid settlement dollars with SHS dollars, allowing for continued expansion of addiction treatment services targeted specifically to people experiencing chronic homelessness.

The Addiction Services Team also used SHS funding to support long standing community treatment providers to purchase properties that will serve as sober living facilities. The providers are Juntos NW, Miracles Club, Project Quest, Project Patchwork, and West Coast Sober Housing. **Those investments resulted in 89 more sober living beds in Multnomah County.**





The primary purpose of the Supportive Housing Services (SHS) Measure is ultimately to create more supportive housing and tailored services specifically serving people experiencing chronic homelessness. In FY 2024, we were able to serve more people with permanent supportive housing thanks to an increase in the number of permanent supportive housing units and vouchers across our system.

## Housing & Services Data

Since implementing the measure, SHS funding has created 335 additional project-based permanent supportive housing units with SHS-funded support services, and 927 SHS-funded Regional Long-Term Rent Assistance (RLRA) vouchers.

As we expand available supportive units, we also must measure if these units are making an impact on chronic homelessness in our region. The SHS measure requires us to focus most of our SHS funding on households who meet the definition of "Population A," meaning they are experiencing chronic homelessness and have one or more disabilities. (This is in contrast to "Population B," meaning households who are experiencing episodic or short-term homelessness.) To see if we're making an impact on this population, each year we measure the number of households who meet the Population A definition and are not currently in housing. Then we compare that number to our baseline, which is the number of people in Population A that were needing housing as of 2021. For FY 2024, we determined that 4,852 Population A households needed housing. That's a slight decrease over our FY 2021 baseline of 4,936 households.

### Using Built for Zero to measure progress on ending chronic homelessness

Multnomah County is committed to ending chronic homelessness and uses the Built for Zero methodology to track progress and drive change. Communities in Built for Zero work toward measurably ending homelessness by strengthening data-driven systems. Key to that work is creating a quality by-name list of people experiencing homelessness and using that list to help pair services to people in need.

Following best practices recommended by Community Solutions, the organization behind Built for Zero, we have concentrated our work on one population at a time. Our first area of focus is "Population A," or chronically homeless adults living with disabilities.

We have built our by-name list of people in Population A, but are still working toward the "quality" benchmark as defined by Community Solutions.

Even though our Built for Zero work is focused on Population A, it's allowed us to improve our data system-wide. Building upon our past couple years of work on Built for Zero, we've been able to develop a methodology to create a by-name list of everyone experiencing homelessness in Multnomah County, as well as a special by-name list focused on people experiencing unsheltered homelessness. These new by-name lists were used to inform the Homelessness Response Action Plan. The plan used our by-name list of the number of people experiencing unsheltered homelessness as of January 2024 as a baseline, with goals developed from that baseline number.

In addition to our work in Multnomah County, we collaborate closely with Built for Zero teams in Washington and Clackamas counties, as well as a project manager from Community Solutions. This

regional partnership allows us to align methodologies, share crucial information and streamline efforts, ultimately reducing administrative burden and maximizing our collective impact to serve people experiencing homelessness with a timely and effective approach.

While year-to-year comparisons are currently limited due to methodological adjustments, the FY 2024 data reveals an average monthly inflow of 554 Population A adult households (entering homelessness) and an average outflow (exiting homelessness) of 419 Population A adult households. **This indicates a need to accelerate efforts to reduce inflow and increase outflow to achieve our goal of ending chronic homelessness.**

Permanent Supportive Housing (PSH): Capacity vs. Needs (Year 3)		
SHS Metrics	Data Points	2023-24
Permanent Supportive Housing (Units & Capacity) vs. Need	New SHS Permanent Supportive Housing Units/Vouchers (since 7/2021)	1,515 Units / Vouchers <i>Total capacity *include 35 units of ROTH'</i>
	Systemwide Permanent Supportive Housing Units/Vouchers added (since 7/2021)	1,953 Units / Vouchers
	Population A Households Needing Supportive Housing (2021)	4,936 in 2021
	Population A Households Current Need	4,852 in 2024
Households entering and exiting homeless services	Tri-County Inflow / Outflow (Built for Zero) measuring Population A Adult-Households	Inflow 554 Households Outflow 419 Households

<sup>1</sup>Recovery Oriented Transitional Housing is transitional housing with an intensive level of clinical wrap around support services

# Housing & Services Data (Continued...)

## Addressing the challenges of long-term housing stability

To determine if we are effectively using the SHS measure to resolve people's homelessness, we also track how many people remain in housing after a certain length of time. Our latest data presents a complex picture of housing retention.

For permanent supportive housing, we measure retention by tracking how many people are still in permanent supportive housing one year later. Last year, we reported that 99% of households in SHS-funded permanent supportive housing remained housed a year later. We knew this was a remarkably high number and that it would likely right size as the program continued and as more people were served. Indeed, that is what happened this year: for FY 2024, **our one-year retention rate for SHS-funded permanent supportive housing was 89%**. This remains well above our goal of 85% retention.

Meanwhile, our SHS-funded rapid rehousing programs saw a slight increase in retention, rising from 84% to 85%. For rapid rehousing, retention is measured one year "post-subsidy," meaning it measures how many people are still in housing one year after their rapid rehousing

## Average length-of-time experiencing homelessness

Another way to measure our progress is by tracking the average length of time individuals served by SHS programming have experienced homelessness. This year, the average length of time experiencing homelessness across SHS-only programming is 4.24 years, with the median time at 2.07 years. Due to improvements made to our data collection process this year, the methodology for this data point has been updated to yield more accurate tracking and analysis, allowing for trends on the average length-of-time experiencing homelessness to be monitored yearly.



## Measuring returns to homelessness over 24 months

This analysis examines a 24-month return rate to homelessness. This means it tracks individuals placed in Supportive Housing Services (SHS) programs during Fiscal Year 2022, which spans from July 1, 2021, to June 30, 2022.

The analysis identifies any returns to homelessness based on activity recorded in the Homeless Management Information System (HMIS) within two years of their initial placement, meaning it tracks returns until June 30, 2024.

Housing Retention vs. Returns to Homelessness (Year 3)		
SHS Metrics	Data Points	2023-2024
Housing retention rates for PSH and RRH	SHS Housing Retention Rate (12 month intervals)	89% PSH 85% RRH
Length of homelessness and returns to homelessness <sup>2</sup>	System-wide Average and Median Time Homeless (HUD)	4.15 yrs Avg. 2.13 yrs Median
	SHS-Only Average and Median Time Homeless (HUD)	4.24 yrs Avg. 2.07 yrs Median
	SHS-Only Average length of time between enrollment in programming to housing	93 days
	System-Wide Average Rate of Returns to Homelessness (last 24 months)	26% Avg. return rate
	SHS-Only Average Rate of Returns to Homelessness (HUD) subset of system-wide rate (last 24 months)	19% Avg. Return

<sup>2</sup>This is a HUD data point that is captured in HMIS at the time of intake. Clients are asked to give a start date for their homelessness which is used to measure the amount of time between the start of a person's homelessness (not when they began accessing services) and when they move into permanent housing.



# Housing & Services Data (Continued...)

## Supportive housing services: a responsive system for addressing homelessness

This year, we were able to help more people leave homelessness for housing thanks to SHS funding, which is **filling gaps in our system and increasing housing opportunities**. This year, we saw a large increase in the number of people housed in SHS-funded programs, resulting in no small part from rapid rehousing programs like Housing Multnomah Now. Meanwhile, our providers were able to serve households in SHS-funded permanent supportive housing this year as more units and vouchers came online. We did notice a temporary dip in

SHS-funded prevention services, but this was the result of strategically using federal American Rescue Plan dollars for this purpose, a decision driven by the time-limited nature of American Rescue Plan funding. The number of households served with SHS-funded prevention services is expected to rebound in FY 2025 now that American Rescue Plan funding is no longer available. This adaptability ensures that the

county can meet pressing housing needs and maintain a responsive system for addressing homelessness.

Newly Served Housing Outcomes (Year 3)		
SHS Metrics	Data Points	2023-2024
Permanent Supportive Housing Placements	Quarterly Reports	442 Households 574 People
Rapid Rehousing Placements	Quarterly Reports	910 Households 1,510 People
Permanent Housing Only Placements	Quarterly Reports	197 Households 238 People
Homelessness Prevention <sup>3</sup>	Quarterly Reports	334 Households 398 People
Total Housing Placements and Preventions	Unduplicated Total Households / People	1,805 Households 2,236 People <sup>4</sup>

<sup>3</sup>Our SHS-funded homelessness prevention outcomes are lower this year because the County used \$8 million of American Rescue Plan Act (ARP) funds for homeless prevention instead of SHS funding. Blending these two funding sources allowed us to exceed our prevention goals. For more information, see Attachment A.

<sup>4</sup> These numbers will be lower than adding the totals for PSH, RRH, HP, and OPH individually, as some people/households were served in multiple SHS programs in the same fiscal year.

## 826 households using RLRA vouchers: our key to long-term housing success

Over the past three years, SHS funding has played a critical role in expanding long-term rent assistance in Multnomah County, specifically with Regional Long-Term Rent Assistance (RLRA) vouchers. Funded entirely by SHS, RLRA vouchers are flexible, long-term housing vouchers that can be used in a variety of ways. They can be project-based at affordable housing developments so that specific units are deeply affordable for households who move into them. They can also be provided as tenant-based vouchers to households who secure apartments within private-market housing. The vouchers are intended to be paired with supportive services, ensuring long-term affordability and stability in housing.

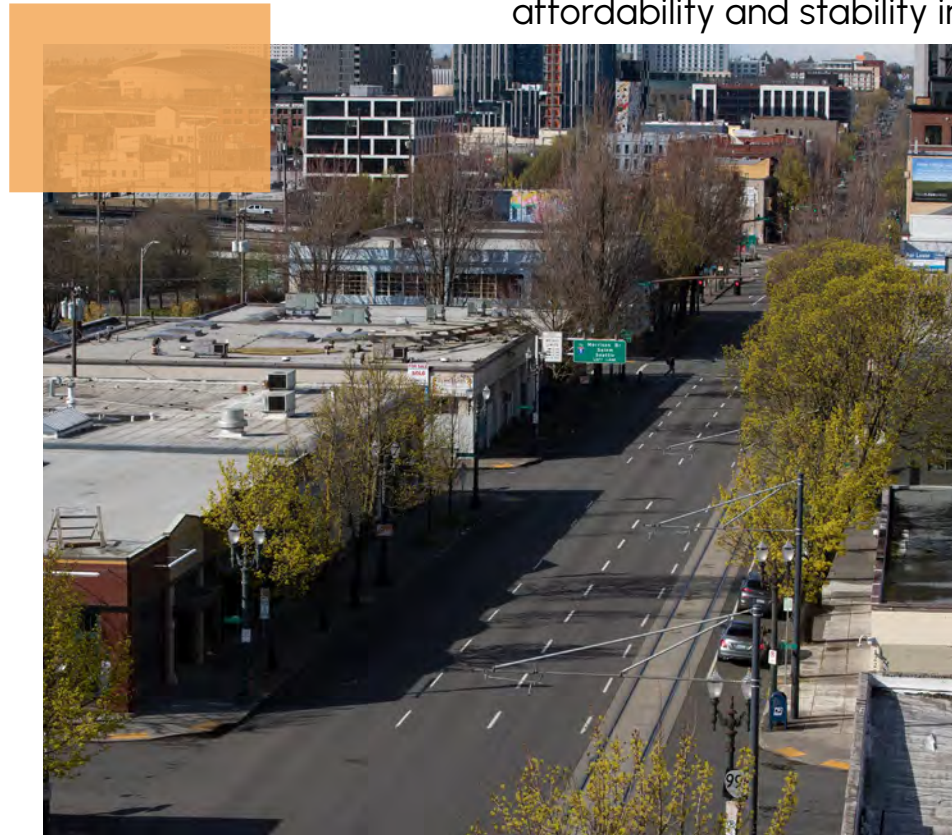
This year, **the number of households newly housed through RLRA vouchers increased by 36%**, rising from 314 households in FY 2023 to 428 in FY 2024. The number of RLRA vouchers issued also saw significant growth, rising from 265 in 2023 to 453 in 2024. Currently, of the active vouchers, 698 are tenant-based and 128 are project-based.

There is a difference between the number of issued vouchers and the number of households who have been housed with the vouchers. The difference reflects the fact that not all households who were issued a voucher in FY 2024 have moved into housing yet. Some households are still in the housing search phase, which is why we track those who have moved into housing as well as those still searching.

The program's cumulative impact continues to grow. By the end of FY 2024, **826 households were in RLRA-funded housing, representing a 66% increase from the previous year**, when 496 households were housed. This comparison between 2023 and 2024 underscores how **the RLRA program has expanded to meet the growing needs of households**, solidifying its role as a key pillar in the region's efforts to combat homelessness and provide long-term housing stability.

The growth in new leases signed and total households served highlights the RLRA program's increasing capacity and its essential contribution to securing positive housing outcomes.

When we compare the outcomes of households using RLRA vouchers between FY 2023 and FY 2024, we see significant growth in the program's ability to help people find long-term stability in housing. **Thanks to the RLRA program, SHS has been instrumental in increasing our overall capacity to provide essential housing assistance.**



## Housing & Services Data (Continued...)



### RLRA program housing retention; 96% at 6 months, 87% at 12 months

Program retention data shows strong stability for households, with a high retention rate of **95.7% at six months and 86.5% at 12 months**. Notably, 18.5% of households have been in the program for more than two years, reflecting the program's ability to support long-term housing stability for a significant portion of participants. Note that this represents households that moved into housing more than two years ago at the start of SHS funding.

### 222 new landlords this year leasing to RLRA voucher holders

The landlord recruitment data highlights our ongoing efforts to expand housing options for RLRA voucher holders. Currently, 409 landlords are leasing to RLRA voucher recipients. Notably, 222 of these landlords are new to the RLRA program, demonstrating **successful outreach and recruitment efforts**, which are largely driven by our service providers' housing case managers and landlord liaison team. With the growing number of participating landlords, RLRA voucher holders now have access to a more diverse range of housing options in the private market, offering greater flexibility and opportunity.



### Average lease-up time was 76 days

The data on lease-up times for households during the reporting period shows that **22.9% of households were able to lease within 30 days**, while 25.5% took between 31-60 days. Lease-up times extended further for some, with 16.1% leasing within 61-90 days, 10% within 91-120 days, and 14.5% taking more than 120 days. Households leasing in place accounted for 3.5%, while project-based lease-ups made up 7.5%. On average, households took 75.5 days to lease after receiving a voucher.



### < 9% of RLRA voucher holders exited the program this year

During the reporting period, 72 participants either exited the program or passed away, representing 8.7% of the total participants. Among those who exited, 36.1% transitioned to other permanent housing, while 1.4% returned to homelessness. A significant portion of exits, 30.6%, had unknown destinations, and 25% were due to the head of household passing away. RLRA funds serve people in Population A, who are more likely to have chronic and other health challenges. No participants exited to family/friends or institutional settings and no exits were attributed to voluntary exit, program violations, or loss of eligibility.

### Average monthly RLRA tenant contribution of \$111

During the reporting period, **the average monthly tenant payment was \$111**, while the average monthly assistance payment was significantly higher at \$1,273. Additionally, the average monthly utility reimbursement payment was \$56. In total, \$8,066,202 was paid in assistance (includes rent and utility reimbursements). The average family size for voucher holders was 1.5, reflecting a predominance of smaller households receiving assistance.

### RLRA unit size: 58% one-bedroom apartments

As of the last day of the reporting period, the majority of units (58%) were one-bedroom, while 20.9% were smaller than one-bedroom units. Two-bedroom units made up 13.4% of the total, with three-bedroom units accounting for 6.7%. Larger units with four or more bedrooms were less common, representing just 1% of all units. This distribution reflects a significant proportion of smaller housing units within the program.

### 98% of RLRA voucher holders make less than 30% of the Area Median Income

For total active households, the vast majority (97.9%) had incomes at or below 30% of the Area Median Income (AMI). A smaller portion, 1.8%, had incomes between 31-50% of AMI, and only 0.2% of households had incomes above 50% of AMI. This data highlights the significant concentration of low-income households within the program.

### 42% of voucher holders are 25-54 years of age; 26% are under age 18

The age breakdown of household members in the program shows that 42.1% are 25-54, making up the largest group. Participants under age 18 account for 25.8%, while 23.6% are 55-69. Individuals aged 18-24 years old represent 5.4%, and those 70 and older make up 3.1% of the total. This distribution reflects a wide range of ages, with a notable portion of younger and middle-aged participants.



**Brian Mitchell**  
Housing Multnomah Now

## “Everything is easier when you have housing.”

Brian Mitchell experienced several years of homelessness, but never gave up on his dreams.

“I resided in a tent for three years, but I had a vision in the midst of what I was going through. I had a vision that I would be a better man for myself and my community,” he said.

“I would always tell people: One day I’m going to college, and I’m going to graduate. And everybody told me I was crazy. I was in my tent doing homework — sometimes two, three, four nights, I’d stay up all night doing homework.”

Brian was camping in Old Town when he connected with a housing navigator with Transition Projects. And thanks to the pilot program Housing Multnomah Now — which blended street outreach with intensive housing navigation services — Brian was able to get into a studio apartment at Bud Clark Commons pretty quickly after applying.

The Housing Multnomah Now program, launched in early 2023, aimed to connect hundreds of people experiencing unsheltered homelessness to housing. The pilot program tested new methods of outreach, bringing housing navigators, case managers, and dedicated funding for rent assistance and other needs directly to campsites. The program also connected people in low-barrier shelters to housing resources.

Funded by the Supportive Housing Services Measure, Housing Multnomah Now exceeded its goal of housing 300 people by June 30, 2024, ultimately housing 313 people.

Brian now has his own studio apartment to call home, inside Bud Clark Commons, which includes a Resource Center and shelter space operated by Transition Projects and supportive housing apartments operated by Home Forward. “It makes everything a little bit easier when you have housing.”

Brian’s goal is to be a drug and alcohol abuse counselor. Now, thanks to the stability provided by his housing, as well as having a part-time job doing maintenance at the facility, he is on track to graduate in December with a degree in drug and alcohol counseling.

“I want everybody to be somebody, to be the best that they can be,” he said.

# Housing & Services Data (Continued...)

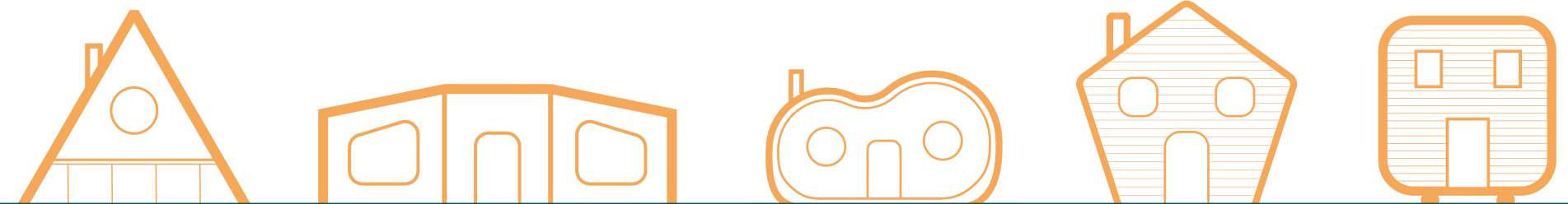
Regional Long-Term Rent Assistance Vouchers (Year 3)		
SHS Metrics	Data Points	2023-2024
RLRA Vouchers Issued in FY 2024	Quarterly Reports & Housing Authority Data	453 Vouchers
RLRA Households Leased Up in FY 2024	Quarterly Reports & Housing Authority Data	428 Households
Total # of Households in Housing Using RLRA in Year Three	Quarterly Reports & Housing Authority Data	826 Households
RLRA Households Using an RLRA Voucher since July 2021 <b>whether or not still in housing</b>	Quarterly Reports & Housing Authority Data	974 Households
People Housed Using an RLRA Voucher since July 2021 <b>whether or not still in housing</b>	Quarterly Reports & Housing Authority Data	1,454 People



## Extended shelter stays highlight ongoing housing challenges, average stay is 90 days

Looking at our data on SHS-funded shelters, we see an average shelter stay of 90 days in year three. Our data tracking SHS-funded shelter exits highlights the complexities individuals face in securing stable housing. Of people leaving shelter, 33% left for permanent housing, 7% left for temporary housing, and 3% transitioned to institutional settings (e.g., jail, prison, or hospitalization). A substantial portion — 18% — returned to homelessness, emphasizing the barriers to long-term stability. The largest group, 38%, fell into a category titled "other," which includes clients going to unknown exit destinations, clients for whom data wasn't collected, clients who passed away during their shelter stay, or clients who preferred not to answer. These figures reveal that while we have expanded housing opportunities and services in our shelters, many people who access shelter still return to homelessness. Addressing this is one of the goals of the two-year [Community Sheltering Strategy](#) created by the Joint Office this year, which aims to increase exits to permanent housing by 15% across shelter types by Dec. 31, 2025.

Emergency Shelter (Year 3)		
SHS Metrics	Data Points	2023-2024
SHS-Funded Shelter Capacity (Created/Sustained)	Congregate Beds + Non-Congregate Units	800 Beds
Households Served in SHS-Funded Emergency Shelter in FY 2024	Households with services starting before and ending within, or continuing after, the year's end (HMIS 'Active Households')	871 HH
People Using SHS-Funded Emergency Shelter Beds in FY 2024	People with services starting before and ending within, or continuing after, the year's end (HMIS 'Active Clients')	1,160 People



### Outreach efforts supported by SHS funding

Outreach is a field-based process in which outreach workers and case managers develop relationships with individuals and families currently experiencing homelessness and help them access resources like housing, day centers, shelter or behavioral health treatment. In Multnomah County's SHS Local Implementation Plan (LIP), outreach is a key investment for SHS funding as a support for people to access housing. The LIP recommends expansion of culturally specific outreach services especially for those communities of color who have been disproportionately impacted by housing insecurity and houselessness due to institutionalized racism and inequity.

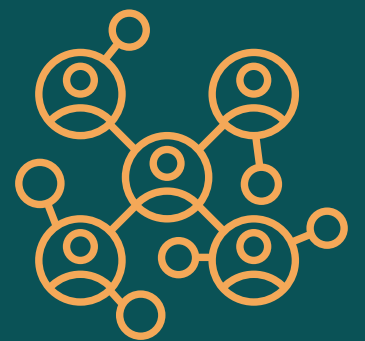
Homeless outreach programs are funded across four main areas. First, **survival programs** provide essential aid, such as meals, life safety supplies, and connections to substance abuse treatment and mental health services. Second, funding is directed toward **severe weather response**, ensuring coordinated efforts to offer shelter and supplies during extreme weather. Third, **navigation programs** focus on connecting individuals with appropriate services, which include housing assessments, domestic violence support and resources for seniors and people with disabilities. Finally, **housing-focused outreach programs** provide intensive support to help people find and maintain housing, with specialized services for those experiencing mental health challenges and families transitioning from shelters. The overarching goals of these programs are to assess individual

Outreach (Year 3)		
SHS Metrics	Number of Teams	Number of Outreach Workers
Survival Outreach	3	3.75
Severe Weather Outreach to Shelter	1	8
Navigation Outreach	13	31.33
Housing-Focused Outreach	5	8.75
<b>Total</b>	22 teams 17 organizations	53 Full-Time Employees

needs, coordinate services within the homeless response system, and offer direct support to people experiencing or leaving homelessness in various settings, including in shelters and on the streets.

This year saw some new approaches to outreach. As part of a funding package of unanticipated SHS revenue focused on day services, providers like Do Good Multnomah and the Marie Equi Center were able to provide "mobile day services" and pop-up day programming that included on-site outreach. Additionally, the Housing Multnomah Now initiative created an opportunity to supply outreach workers with housing placement resources that are typically in limited supply. Using SHS funds, the Housing Multnomah Now rapid rehousing program exceeded its goal and housed 313 people before June 30, 2024, supporting community members who otherwise might still be living unsheltered. All SHS-funded outreach is a subset of a larger outreach system funded by the Joint Office.

## Provider Partnerships & Capacity Building



A breakdown of the ongoing work between the Joint Office and its contracted service providers to improve partnerships, refine processes, and build capacity.

## Provider Partnerships & Capacity Building

Multnomah County's homeless services work would not be possible without the provider organizations that contract with us to deliver critical services to our community. **In total, 70 providers receive Multnomah County Supportive Housing Services (SHS) funding.**

We rely on these providers to deliver essential services to our community: managing shelters, conducting street outreach, helping participants access and stay in housing, and so much more.

Despite their essential work, these provider organizations have long faced significant challenges to effectively deliver the critical services they provide. With this in mind, in FY 2024 the Joint Office leveraged SHS funding to address some of these longstanding challenges. **Key achievements include improving contract management, distributing \$10 million in organizational health grants, launching provider conferences, deepening our focus on equity, and increasing funding levels to respond to on-the-ground conditions.**

Much of this work dovetails with conversations at the regional level about employee recruitment and retention. Clackamas, Multnomah and Washington counties have been working to co-create a regional implementation plan focused on this topic, which we anticipate presenting to the Tri-County Planning Body by summer 2025.

### Improved contracting practices

This year the Joint Office made extensive improvements to contract monitoring and invoicing practices to ensure providers receive contracts and invoices in a timely manner. These improvements were highlighted in a [June 2024 report](#) from the Multnomah County Auditor, which showed that the Joint Office of Homeless Services is meeting or exceeding expectations in all areas of contract monitoring and invoice processing.



### Improved contracting practices (Continued...)

According to the audit report, Joint Office staff consistently conducted and documented formal contract performance monitoring activities. These monitoring measures include:

- Internal tracking tools that capture invoice details, contract status, and communications with providers
- Annual risk assessments, with results documented in writing
- Annual performance, reviews with results provided to providers
- On-site monitoring when necessary, with results communicated in writing to providers

These findings follow a March 2024 report by the Department of County Management on Joint Office contracting practices as part of a year-long pilot project focused on implementing new contract monitoring practices.

Following this year-long implementation of new contract monitoring processes, **the Joint Office now has a contract monitoring system in place that the Department of County Management has recommended as a model for contract management countywide.**

Improving our contract management work is vital for our provider organizations, who rely on timely invoicing and effective contract management in order to pay their employees, buy needed supplies and deliver their essential services to the community.

The March 2024 report highlighted that over the past year, the Joint Office:

- Developed 25+ policies/procedures and trackers to support consistent admin practices across all contractors
- Built templates for key communications with providers
- Improved internal review/approval processes
- Provided clearer guidance on reimbursement requirements
- Implemented ongoing internal audits of review trackers to identify areas for improved communication
- Developed an eight-part training series and communities of practice to ensure consistent training and ongoing development
- Established regular consistency and quality improvement efforts to ensure responsiveness to community and program needs

## Organizational health investments

Homeless services providers across the nation are facing challenges in building capacity and establishing or maintaining organizational health. These organizations provide critical services, but they are often underfunded and unable to pay employees a living wage or provide opportunities for career advancement. In August 2023, the Joint Office released a [Compensation, Classification and Benefits study](#) focused on Joint Office-funded homelessness and housing service providers that surfaced these issues: Only 31% of surveyed employees said they felt their compensation allows them to take care of their basic needs, and half of the 1,667 survey respondents said they were likely to look for a new job within the next year.

This year, the Joint Office took **steps toward addressing these longstanding issues**. That included a new approach to addressing organizational health across our providers: flexible grants that providers could use to fill the needs of their specific organizations. **Using \$10 million in SHS dollars, the Joint Office partnered with United Way of the Columbia-Willamette to quickly distribute grants to 61 community organizations contracted with the Joint Office.** Every provider who applied was approved for funding, and the funding was distributed in proportion to the

“This funding has enabled the recruitment and retention of our behavioral health staff while supporting the development of newly BIPOC-focused behavioral health and substance use disorder programs. These staff members will provide individual and group therapy, as well as substance use counseling, to our most vulnerable populations; houseless individuals, veterans, and the LGBTQ+ community.”

**-Greater New Hope Family Services**”

number of homeless services employees at each organization. Providers told us flexibility was important, so we designed the grants to support a variety of organizational health activities — from employee bonuses, to improved wellness programs, to training opportunities and professional development. Organizations will submit final reports on how the grants impacted their workforce in early 2025; however, anecdotally we know they have made an immediate difference for our partners.

## Culturally specific providers

Another way we are expanding capacity is by increasing the number of providers who are contracted with us, with a focus on new, emerging and culturally specific providers. In addition to expanding the provider workforce and overall capacity, this increases our ability to provide culturally specific services that support communities that have been historically underserved by homeless services in our region.

## Culturally specific providers (Continued...)

We know, however, that contracting with a government agency like the Joint Office can be a time-consuming, daunting process, and those challenges can be even greater for newer, smaller and culturally specific organizations. To help address this, the Joint Office added a new SHS-funded position, an equity engagement coordinator, dedicated to consistently engaging with qualified culturally specific providers — especially those that don't yet have Joint Office contracts. The work of the equity engagement coordinator has been crucial in helping increase our contracts with culturally specific providers by building strong relationships, answering questions and demystifying governmental processes.

For each public funding solicitation the Joint Office published this year, the Equity Engagement Coordinator, along with Joint Office contract managers, held drop-in office hours and offered technical assistance to newly qualified providers. Thanks to this support, new and culturally specific providers had the opportunity to hone in their proposals and apply for solicitations with an increased knowledge of how they work. **This year, Multnomah County distributed \$17.6 million to culturally specific organizations — a 91% increase over the allocated amount from the previous fiscal year.**

Increased engagement with providers also led to a new grant program to support new and emerging culturally specific organizations as they expand their organizations. Called System Development Grants, this Joint Office-led pilot is the first of its kind in the County. The grants are providing 11 new and emerging culturally specific organizations with funding for expansion and improved delivery of culturally specific programming. The grants resulted from an engagement session that Joint Office equity staff held with 27 culturally specific providers that were newly qualified for SHS funding. Although the FY 2024 grants were not SHS-funded, the pilot was led by SHS-funded staff and will be expanded in FY 2025 using \$1 million in SHS funding.

The Joint Office also improved internal processes for funding solicitations to ensure equitable access to SHS funding. This included standardizing solicitation processes across program types and clearly outlining internal standards for SHS funding priorities, key considerations, and roles and responsibilities. We also added scoring and evaluation criteria to our solicitations to more efficiently identify providers serving culturally specific and priority populations.



## "I have a job. My daughter's happy. Life is good today."

After years of instability, Monique and her daughter now have a place to call home.

For years, Monique struggled with addiction and was unable to find stability. She would couch surf, staying with family members and moving on to the next place after she wore out her welcome.

"I was in addiction, and kind of moving from place to place," she said.

Monique knew she needed to get help, especially when she thought of her young daughter's future. "I knew what it was like to not have my parents and to grow up with someone else. I decided that I wasn't going to put her through what I went through."

Her life began to change after she entered residential treatment through the Native American Rehabilitation Association of the Northwest (NARA NW). After completing her treatment program, she moved into a sober living facility, and was able to continue outpatient treatment and apply for housing with the help of NARA NW.

She was approved for permanent supportive housing, giving her access to deeply affordable housing and on-site, wraparound services. She and her daughter moved into their two-bedroom apartment in 2022. "My daughter was excited because she could have a room," she said. "There's nothing like having your own space."

Her apartment is in Hayu Tilixam, an affordable housing complex owned by the Native American Youth and Family Center (NAYA) and Community Development Partners, with on-site services provided by NARA NW.

NARA NW's supportive services, which are funded through the Joint Office of Homeless Services with Supportive Housing Services Measure dollars, helps Monique know she can get help if she ever needs it.

Since moving in, Monique and her daughter have put down roots at Hayu Tilixam. Her work is right across the street, her boyfriend lives close by, and her daughter's school is very close.

"There's no feeling to explain what I feel. I just feel at home," she said. "This is my and my daughter's home."

It's the little things, like being able to buy her daughter a new backpack and clothes for the school year, or volunteering for events at her daughter's school, that Monique says make her proud of how far she's come.

"I'm there 24/7, and I get to show up for her," she said. "I have a job. My daughter's happy. Life is good today."

### Monique

Hayu Tilixam PSH Resident

Native American Rehabilitation Association of the Northwest





## Expanding provider partnerships

For the first time, the Joint Office held conferences for its providers this year (a virtual event in October 2023 and an in-person gathering in May 2024). This was in response to providers asking for more opportunities to connect with one another and with the Joint Office. These events provided opportunities for networking, information and resource-sharing, collaborative problem solving, and collective learning. Each event brought together about 150 to 200 staff across dozens of organizations.

Topics were informed by the provider community, including sessions on overcoming barriers to housing, integrating housing and healthcare, and supporting asylum-seeking households. The Joint Office looks forward to organizing more of these conferences in FY 2025, with another planned for November 2024.



## Build capacity through training

The Joint Office supports providers in their training needs by compiling a monthly calendar of community classes centered on trauma-informed care, harm reduction and equity, and offering additional training tools, resources, and technical assistance through a training coordinator whose role is funded by SHS. Additionally, this year we expanded our ability to offer Assertive Engagement trainings by launching an electronic learning series in addition to ongoing in-person events. The online learning option increases access and gives providers more flexibility to become certified Assertive Engagement practitioners. Across the County and provider workforces, there were 372 people enrolled in the electronic learning series at the end of FY 2024.



## Increasing service caps and rebasing contracts

The Joint Office took a key step to improve provider workforce challenges this year by adjusting funding levels to reflect current realities, specifically for permanent supportive housing providers. This was based on research by the Joint Office permanent supportive housing team and feedback from providers, who said the current funding level was not adequate to address the higher levels of acuity seen among participants. Before this year, the services cap for households receiving permanent supportive housing was \$10,000 per household.

Starting in FY 2025 the Joint Office is increasing the service cap by 50%, raising it to \$15,000 per household.

Certain permanent supportive housing programs will have an even higher service cap of \$17,500 per household: those run by culturally specific providers, programs for families, and any programs in buildings where 25% or more of the units are permanent supportive housing.

**We anticipate the increased funding will not only improve participant outcomes, but will also allow providers to increase wages, adjust staffing ratios, and in turn, sustain the workforce needed to keep programming running smoothly and safely.**

## Rebasing contracts

The Joint Office will also rebase some longtime service contracts, increasing their funding levels. This will allow providers to continue services at their existing level while negotiating livable wages for staff and increasing staffing ratios. Planning for this project started in FY 2024 and will continue in coming years. This work was the result of the two-year Community Sheltering Strategy released by the Joint Office, Multnomah County, and the City of Portland in FY 2024. The plan recommended **re-basing shelter contracts, increasing wages for providers and improving staffing ratios**. In line with that strategy, we're rebasing shelter contracts first, but plan to expand this work and rebase other types of contracts across our system with the goal of maintaining high-quality services and ensuring our providers are able to pay equitable wages.





## Utilizing alternative payment models

Another challenge we've heard from providers is that the standard payment model used by Multnomah County, called the cost reimbursement model, can create hardship for a subset of providers — specifically small, emerging and growing providers. In a reimbursement model, the County requires providers to administer services and provide goods prior to receiving payment, after which they submit invoices and receive reimbursement from the County. This can create cash flow challenges for smaller organizations with limited funding. We've heard from these organizations that they may be unable to pay their employees and deliver services before receiving reimbursement. In response to this, the Joint Office began providing limited advance payments on a case-by-case basis in June 2024 and will continue this alternative payment model as an option in FY 2025. In addition to this short-term alternative, the JOHS and County will explore technical assistance and capacity building strategies to assist providers in their long-term financial health.

## Workforce compensation analysis

All three counties involved in the implementation of the SHS measure must work toward regional goals and outcomes as defined in Metro's SHS Program Work Plan. One of these goals is that all supportive housing services providers will work to build anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance. To support this goal, Metro asks the Counties to collect wage equity and demographic data from SHS-contracted providers on an annual basis. At the end of FY 2024, the Joint Office surveyed SHS-funded agencies for the following information:

- Total number of employees, and how many are fully or partially funded by SHS.
- Number of employees and average rates of pay for specific job categories.
- Number of employees identifying with selected racial and ethnic identities, gender identities, sexual orientations and ages.
- Number of employees identifying as veterans, as living with disabilities, or as having lived experience of homelessness or housing instability.
- Languages spoken by staff, and number speaking each language.

Providers completed this survey in August 2024, reporting information from FY 2024. We received responses from 49 of the 54 providers contacted, a 91% response rate. In the survey, we instructed providers to report wage and demographic information for all of their employees, including non-SHS-funded positions. (Two providers only shared data on SHS-funded employees.)

The table to the right reports average pay rates for selected position categories, and number of employees reported in each position category. Hourly wage rates reported by providers were converted into annual, year-round, full-time salaries to enable comparisons between organizations. We did not ask providers to report actual compensation for each employee, due to privacy considerations, so the average rates do not reflect part-time work, additional non-wage compensation or other non-monetary benefits. In addition, these rates are averaged across organizations, not across the total number of workers. For these reasons, they do not measure what the average worker is earning across our contracted provider workforce, but rather the average pay rate offered by our providers for different types of positions.

Average pay rates appear to be comparable across the five direct-service position categories (case managers, housing navigators, outreach workers, facilities staff, and other direct service or client-facing roles). Our smaller providers (employing fewer than 100 people) reported slightly higher rates of pay for direct service positions and for management positions, which may be due, in part, to a higher share of their staff being funded by SHS.

**Details on this breakdown are available in Attachment E.**

Workforce Compensation Data Average Rates of Pay by Position Category		
Position Type	Number of Employees	Average Pay
Case Managers	546	\$54,822
Housing Navigators	237	\$54,704
Outreach Workers	156	\$53,460
Facilities Staff	208	\$57,464
Other Direct Service / Client-Facing Roles	2,758	\$54,978
Administration	772	\$65,878
Management	929	\$77,358
Executive Leadership	196	\$120,282

## Pay Differential between Lowest and highest Paid Employees, by category



There is substantial variation among providers in the distribution of pay from lowest paid staff to highest paid staff. Most agencies have a differential between their lowest paid staff (commonly, these are outreach workers) and their highest paid staff (usually, the executive director) of around \$60,000 to \$100,000. Smaller agencies tend to have more compressed wage schedules — all three of the agencies with pay differentials of less than \$30,000 are smaller agencies employing fewer than 100 people. Attachment E includes a breakdown of pay differential categories for smaller and larger providers, and the distribution of pay from lowest to highest paid staff by agency.

In August 2023, the Joint Office released the results of its Classification, Compensation and Benefits study, or wage study, which analyzed administrative, survey and focus group data from 24 contracted providers, as well as employee-level data on pay and benefits for 64 different roles. That 2023 study was based on data from 2022. The table above compares 2022 median wage data from the wage study to median wages in the 2024 workforce compensation survey. There are a number of caveats to comparing this data — fewer agencies provided data for the 2022 wage study than for the 2024 survey, the 2022 wages are not adjusted for inflation or other baseline wage growth in the Portland area, and the categories in the 2022 study are narrower than those in the 2024 survey. That said, the median reported wages in each category increased substantially between 2022 and 2024.

Median Wage, Selected Categories: 2022 Wage Study vs. 2024 Survey		
Position Type	Median Wage, 2022 JOHS Wage Study	Median Wage, 2024 Workforce Survey
Case Managers	\$42,848	\$54,080
Housing / Services Navigators	\$43,680	\$52,395
Outreach Workers	\$43,680	\$50,024
Facilities Staff	\$39,250	\$49,398
Associate-Level Staff/Other Direct Services / Client-Facing Roles	\$42,795	\$55,494

## Workforce Demographic Data

Our SHS-funded providers continued to prioritize and support a diverse workforce. The tables below compare workforce demographics collected from the 2024 workforce survey to demographic data collected in 2022 for the wage study. Percentages in each demographic category may not sum to 100% because not all employees provided this information. The 2024 data shows increased representation of BIPOC and non-cisgendered people over 2022.

The 2024 survey results show that many providers have staff with lived experience, with 45 out of the 49 responding providers reported that their staff includes members with lived experience of homelessness or housing instability. And among agencies that reported the number of staff with lived experience at their organization, 33% of employees have lived experience of homelessness or housing instability.

Among the 39 providers who responded with data on employee gender identity and sexual orientation, 18% of employees said they identify as LGBTQIA2S+. Additionally, among agencies reporting disability and veteran status in our survey, 14% of provider



Race & Ethnicity of Employees		
Race & Ethnicity	2022 JOHS Wage Study	2024 SHS Workforce Survey
American Indian and Alaska Native	1.7%	4.0%
Asian	3.7%	5.0%
Black or African American	14.4%	15.8%
Hispanic origin of any race	9.6%	14.5%
Middle Eastern	*	0.7%
Native Hawaiian or Pacific Islander	0.6%	1.3%
Other race	1.1%	0.5%
Two or more races	6.1%	3.8%
White	62.6%	45.3%

\* Indicates rows with insufficient data (fewer than five employees or fewer than three organizations)

## Somali Empowerment Circle Staff

L to R: Nathira, Sumaya, Abdi, Faisal and Ahlam



## “All the trainings have set us up for success.”

### Somali Empowerment Circle among 61 providers benefiting from flexible workforce stabilization grants

For smaller nonprofit service providers like Somali Empowerment Circle, having enough funding to both pay their employees and offer professional development opportunities isn't always possible. Until recently, employees would have to pay out-of-pocket for continuing education or additional training.

That changed this year, when Somali Empowerment Circle became one of the 61 organizations that received organizational health grants from the Joint Office of Homeless Services. A partnership between the Joint Office and United Way of the Columbia-Willamette allowed \$10 million of Supportive Housing Services funding to be distributed expediently to providers to invest into their staff.

The grant was designed to help address longstanding workforce challenges in the homeless services sector. As outlined in a 2023 Joint Office provider wage study, low pay and high employee turnover are significant barriers to effective service delivery across the community.

The grants were allocated across providers according to the number of homeless services-focused employees at each organization, and organizations could use them for a range of purposes, including providing employee bonuses, hiring more staff and offering wellness opportunities.

For Somali Empowerment Circle, the funding was put toward professional development opportunities, which Osman says has been especially important for their housing advocacy work. The organization helps recruit landlords to participate in programs providing housing to people leaving homelessness.

The funding has paid for staff trainings on topics like trauma-informed care and culturally specific education. And one staff member, Ahlam Osman, pursued professional coaching to develop her advocacy skills.

“[My coach] helps me advocate for myself, and with communication and negotiation — that’s been really helpful for our housing program, where we have to speak directly with developers and landlords,” Ahlam Osman said.

Executive Director, Hanna Osman said these professional development trainings are especially important for small, culturally specific organizations like Somali Empowerment Circle.

“There’s just a little bit of imposter syndrome. We don’t always know how to communicate with larger agencies because of that power dynamic,” she said. “All the trainings have set us up for success. We are just so much more confident in navigating this space.”

## Workforce Demographic Data (Continued...)

Employee Gender Identity		
Gender Identity	2022 JOHS Wage Study	2024 SHS Workforce Survey
Cisgender Woman	59.6%	51.4%
Cisgender Man	37.8%	26.4%
Nonbinary or Nonconforming	1.8%	2.2%
Transgender Man	0.5%	-
Transgender Woman	0.3%	-
Transgender Person	-	1.4%
Two-Spirit or Third Gender	-	0.2%
Other Gender	-	0.3%

In the tables on this page, the percentage of staff identifying with a demographic category is calculated for agencies that reported any data in each category (race and ethnicity, gender identity and sexual orientation.) All 49 agencies that responded to the survey provided data on employees' racial and ethnic identification, while 39 agencies reported full or partial data on employees' gender identity, and 27 agencies reported full or partial data on employees' sexual orientation. It is likely that the percentages of employees reporting specific gender identities and sexual orientations are undercounts, because many of the agencies did not provide this information (including "Other" and "Prefer not to answer") for all of their employees.



Employee Sexual Orientation	
Sexual Orientation	2024 SHS Workforce Survey
Heterosexual	24.4%
Lesbian	1.1%
Gay	2.3%
Bisexual	3.3%
Queer	1.6%
Pansexual	0.3%
Asexual	0.6%
Other Sexual Orientation	3.5%

## Building an anti-racist, gender-affirming system

The Joint Office embeds an equity lens in all our work to ensure that both we and our providers are building anti-racist, gender-affirming systems with culturally responsive policies, standards and technical assistance. For more information about how the Joint Office advances racial equity broadly throughout our department, please see **Advancing Racial Equity**.

One specific way we worked toward this goal in FY 2024 was by supporting our contracted providers in creating equity work plans and setting equity goals (**see Attachment A**). The Joint Office supported providers eliminating barriers to work plan creation and created tools for providers to monitor progress. The SHS Advisory committee also played a key role by forming an equity work group that drafted a set of recommendations designed to enhance equity in SHS programming. The work group met from September 2023 through May 2024 to tackle this key priority. This extensive process allowed members to craft a thorough set of equity recommendations informed by their significant lived and learned experience. The committee is set to finalize and publish these recommendations in early FY 2025.



Provider Partnerships & Capacity Building Data		
Topic	Required Data	Outcomes
Provider Contracts	Total number of providers contracted to provide SHS services in year 3	70
	Number of culturally specific providers contracted to provide SHS services in year 3	14
	Total dollars allocated to providers for contracts to deliver services in year 3	\$138,522,931.22
	Total dollars allocated to culturally specific providers for contracts to deliver services in year 3 <sup>5</sup>	\$17,692,743.87
	Total number of providers new to providing SHS services in year 3	15
	Number of culturally specific providers new to providing SHS services in year 3	6
Provider Capacity Building	Value of investments in each type of provider capacity-building effort in year 3*	<b>Organizational Health Grants</b> - \$10 million <b>Assertive Engagement (AE) Training FTE</b> - \$137,537.54
	# of providers participating in each type of capacity-building effort in year 3	<b>Organizational Health Grants</b> - 61 providers  <b>Assertive Engagement Training</b> - There were 372 participants in the e-learning series. In addition, SHS funds two JOHS AE Specialists and one DCHS AE Specialist.

<sup>5</sup>Additional capacity-building efforts take place through the relationships that Joint Office contract managers and equity staff build and maintain with providers; however, the value of these interactions are difficult to quantify. Please see the narrative above for additional details about our provider capacity-building work.

## County Infrastructure & Capacity Building



A breakdown on the growth of the SHS measure and the work to create more resilient support systems, infrastructure and resources to meet the immediate needs and establish long-term stability for those experiencing and at risk of homelessness.



When the Supportive Housing Services (SHS) measure passed in 2020, before launching regionally in 2021, the Joint Office of Homeless Services had fewer than 30 employees and a budget of about \$70 million. In addition to a mix of City of Portland and Multnomah County funds, the office leveraged a modest amount of state and federal funding to support our work of moving community members experiencing homelessness into shelter and permanent homes. The SHS measure came at the perfect time to help stem the tide of a growing homelessness crisis fueled by a decades-long shortage of affordable housing.

But it also meant that a small county office, established only four years before in 2016, had to work quickly to exponentially scale its internal operations and deliver on the goals of the measure — all during a global pandemic. Anticipating the time it would take to build infrastructure to leverage the dollars effectively, Multnomah County's SHS Local Implementation Plan (LIP) delineated a three-year ramp-up period for the measure's implementation.

As predicted, the Joint Office's SHS outcomes were relatively low in the first two years of implementing the measure. However, we have reached a turning point in year three, as the internal infrastructure we've built over the past several years is delivering results.

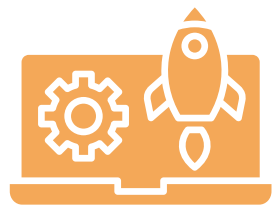
This success is largely tied to staffing. For the first time in years, the Joint Office has a stable leadership team, with a permanent director, deputy director and financial leader all in place. We have also brought on critical staff capacity in key areas such as finance, programs, and data and evaluation. Across the department, we

have a skilled and dedicated team of 100 employees with a permanent director, deputy director and financial leader all in place. We have also brought on critical staff capacity in key areas such as finance, programs, data and evaluation. Across the department, we have a skilled and dedicated team of about 100 employees.

Improved staffing has allowed us to make significant progress in areas that used to be particularly challenging. That includes our spending rate, which was difficult in our first two years of the measure. Now, with added capacity on our finance team, there's been a marked effect on our ability to efficiently deliver SHS dollars to our network of provider partners. This year we spent 100% of our share of Supportive Housing Services revenues collected by Metro during FY 2024, and 80% of our SHS program budget, which included funds carried over from past years. To help accomplish this, our leadership team developed detailed budget dashboards that help us closely monitor spending throughout the year. When a program is not on track, we adjust or shift funding to other needs. We deploy staff to work with providers to track progress and surface challenges promptly. We are tracking our spending on a regular basis and making course corrections in real time when we fall behind to make sure that we deliver on the commitments we've made and achieve our spending goals. This allows us to use resources effectively and efficiently, providing needed services and improving outcomes for real people in our community.

Building up our finance and program teams also led to significant improvements in our invoicing processes and contract management, ensuring that we are able to pay providers on time for the essential services they deliver. To learn more about our improvements in contract management, please see Provider Partnerships and Capacity Building.

Our sizable program team also benefited from deeper levels of coordination and cohesion provided by an expanded leadership structure partially funded by SHS. The team brought on three new supervisory roles to oversee our adult, domestic violence and youth systems, as well as our permanent supportive housing and coordinated access teams. SHS funds also allowed us to bring on a position focused on the intersection of health and housing. This role oversees work such as Medicaid 1115 Health Related Social Needs (HRSN) Waiver benefits, cross-sector case conferencing, and system-wide approaches to address elevated medical and behavioral health needs in Permanent Supportive Housing programs.



## Coordinated Access Tool Redesign

One key way we improved our system infrastructure in year three was through the redesign of our Coordinated Access (CA) tool. Coordinated Access aims to match our limited housing resources to people with the highest housing barriers. Before the redesign, Multnomah County's Coordinated Access System used a tool called the VI-SPDAT (Vulnerability Index Service Prioritization Decision Assistance Tool), which has long been known to have significant flaws related to inequitable prioritization of communities of color. Over the years, unhoused community members and homeless services providers also shared that the VI-SPDAT is not trauma-informed, culturally responsive or tailored to community priorities. It was also unclear about when households would be prioritized for resources.

To address these concerns, the Joint Office worked over the past three years to design a new CA tool. The improved tool — called the Multnomah Services and Screening Tool (MSST) — is based on local data and was shaped with feedback from key partners, including people with lived experience of homelessness and staff from 20 local service providers. The MSST is shorter and easier to understand than the VI-SPDAT, and the questions it asks are more trauma-informed, align

with local priorities, and promote equity in access to available housing resources. The redesign team incorporated many equity-focused policies, including establishing navigation teams with culturally specific providers, offering robust training for all providers, and building in flexibility to ensure participants can be assessed and supported by people who share similar backgrounds.

Households who fill out this assessment and receive placement on our community's "priority housing list" will also now fill out a Housing Preferences & Matching Questionnaire — another new tool produced through the redesign that helps match participants with the most suitable available housing resources for their needs. An approach called "housing problem solving" has also been formally added to the process, which ensures households whose scores do not rank high enough to be prioritized for housing through Coordinated Access will still be supported in finding solutions to their housing crisis.

The Joint Office data team evaluated the new process and tool to ensure they are effective, equitable and trauma-informed. They also developing a process for ongoing monitoring and evaluation of the tool to ensure it's meeting the needs of our community.

The new tool is expected to launch in fall 2024. To learn more about our improvements to County infrastructure through the Coordinated Entry tool redesign, **please see Attachment A.**



## Homeless Management Information System (HMIS) Administration

One of our biggest data capacity achievements this year was the successful transfer of the Homeless Management Information System (HMIS) from the Portland Housing Bureau to the Joint Office. HMIS is the HUD-required data system that tracks our program outcomes, and over time, it's grown to serve as the repository of most of our region's data on housing and homelessness. As part of a yearslong process to regionalize and improve our data, we have been planning to become the lead agency responsible for a tri-county HMIS. With the transfer complete, additional improvement work is now possible, including procuring a better HMIS provider that will modernize our system.

The HMIS procurement and migration process will take time, but we have laid the groundwork. We worked with the County's Information Technology Division and Gartner Consulting to outline the limitations of our current system and envision a tool that would support our strategic vision. The resulting set of recommendations from this work have built the foundation for our procurement of a new HMIS, which will begin in FY 2025.

## Data Quality and Monitoring

Becoming the new lead agency for HMIS also gave us the opportunity to improve our strategy to train providers on HMIS data entry and quality. To that end, we partnered with consulting agency Focus Strategies to develop an HMIS learning management platform. On that platform, we published several training videos focused on HMIS data entry, with plans for more videos for FY 2025. We run data quality reports to ensure data entry is running smoothly and to find any issues with project set-up or data entry processes that are impacting data quality.

We've also been working to update our Data Quality and Monitoring Plan. Updates to the plan include processes for HMIS data quality monitoring, and the development of routine quality data reports that are distributed to all funded agencies with direct follow-up by JOHS staff if data quality issues occur. Additionally, new organizations, projects and end users are monitored for data quality within 20 days of receiving access to HMIS.

## Data capacity expansions and improvements

This year, the Joint Office led regional efforts to modernize our data infrastructure and provide data entry support to providers, paving the way for policymakers to increase data-driven decision-making and better inform the public.



## Data-driven strategies to improve SHS performance and outcomes

Our current HMIS has significant limitations, especially when it comes to analytics and reporting. Until we are able to procure a new HMIS software and migrate to a new system, a process that will take several years, we are working to develop a tool called a local Data Mart. Our HMIS Data Mart, which we are developing in partnership with the County's Information Technology Division and Slalom Consulting, will be a data and reporting platform that will both improve our data and increase our ability to share data with the community — including allowing us to develop better dashboards tracking our progress. The improved reporting ability made possible with the Data Mart will allow us to better track our performance, be more accountable and transparent with the community, and allow the Joint Office, collaborative partners and leadership to access data needed for decision-making. We expect the Data Mart to launch in winter 2025.

With the creation of the Data Mart, we will be able to launch a new online data dashboard. This new public-facing dashboard, developed in partnership with Focus Strategies and Slalom Consulting, will include information on the number of people experiencing homelessness, along with data on the number of people accessing services and the outcomes they are experiencing.

The dashboards will also provide snapshots showing

how many more people are newly experiencing homelessness ("inflow") and how many people are leaving homelessness ("outflow"). Additional dashboards will be designed to allow users to explore the data by slicing and filtering by participant demographics, service types and more. Beyond helping inform the public on our progress, these dashboards will provide ongoing information to better target and adjust SHS programming to meet the needs of the people we serve.

We are also working with Slalom Consulting to develop internal dashboards for Joint Office staff and providers, primarily focused on contract monitoring and program performance. These foundational tools will give the Joint Office near-real-time access to longitudinal data on agency-level program performance, in addition to program- and system-wide performance tracking and the ability to measure outcomes against anticipated targets. Being able to assess SHS program performance on a more frequent cadence will allow for better contract monitoring and help ensure we are delivering services and outcomes as expected. Initial public and internal reporting tools are anticipated for release in FY 2025.

## Shelter Availability Tool

The Joint Office data team also developed a Shelter Availability Tool pilot that launched in September 2024. The tool fills a gap for outreach teams and other service providers by sharing timely information on how many shelter beds are available and where they can be accessed. The goal of the tool is to create a more efficient process for helping people move from the streets to shelter. Beyond providing information about open beds, the tracking tool also includes profiles for each shelter site to help outreach workers best match people to the shelter that most fits their needs. The tool's default setting sorts the shelters by distance from the user and includes mapping and directions functionality, all with the goal of making shelters easier to find. Before being rolled out more widely, the Shelter Availability Tool is initially being piloted by the street outreach and navigation teams that work in partnership with the City of Portland's Street Services Coordination Center.

Real-time shelter availability and referral is a component of the Joint Office's two-year **Community Sheltering Strategy**, which aims to increase our shelter inventory by 1,000 beds by the end of 2025. Launching the tool was also among the deliverables included in the City-County **Homelessness Response Action Plan**.

## Evaluation activities in year three

The SHS-funded expansion of the Joint Office's Data, Research and Evaluation program allowed us to conduct evaluation activities that will help shape future programming — all in support of priorities outlined in our SHS Local Implementation Plan. In FY 2024, these projects included our Geographic Equity Study, which was an assessment of geographic equity of homeless services and a community-based needs assessment; the Pathways to Housing Study, which analyzed the factors that led people to successfully exit homelessness for housing; the Alternative Shelter Evaluation, which was a qualitative analysis of effective alternative shelter programs; and the Effective Shelter Models Evaluation, which analyzed best practices in providing emergency shelter.

For more information about each of these studies, **please see Attachment A.**





## Cross-Sector Work



The work of providing services to people experiencing homelessness goes beyond a single agency or department. This year, the Joint Office was able to expand access to permanent housing and essential services by leveraging partnerships across County departments, using resources provided by the Supportive Housing Services (SHS) measure.

## Cross-Sector Work

People experiencing homelessness often have intersecting needs and identities. They could be living with a disability, involved in the justice system, or living with complex health conditions. That's why pulling in the expertise and services of all County departments is key to serving this population. Working with other County departments — specifically the Department of County Human Services, the Department of Community Justice, and the Health Department — also fits within Multnomah County Chair Jessica Vega Pederson's vision of a united "one County" approach. Below are key examples of our cross-sector partnerships and programming in FY 2024.



## Examples of cross-sector partnerships and programming (Continued...)

The County has committed to using SHS funding to expand behavioral health services for those experiencing homelessness through partnerships with the Health Department. The Bridging Connections program, a motel shelter program that's under the Health Department's Behavioral Health Division and is operated by provider New Narrative, used SHS funding to hire a dedicated housing specialist. The housing specialist helps participants involved in County behavioral health programs secure housing that meets their needs. Additionally, the Cultivating Community motel shelter program, also run by New Narrative, serves people with severe and persistent mental illness and other behavioral health challenges. This year, SHS funding allowed the program to provide more housing opportunities to participants. And New Narrative's Douglas Fir permanent supportive housing program, designed for people experiencing mental health challenges, provided consistent support to residents, including crucial assistance to an individual with a traumatic brain injury.

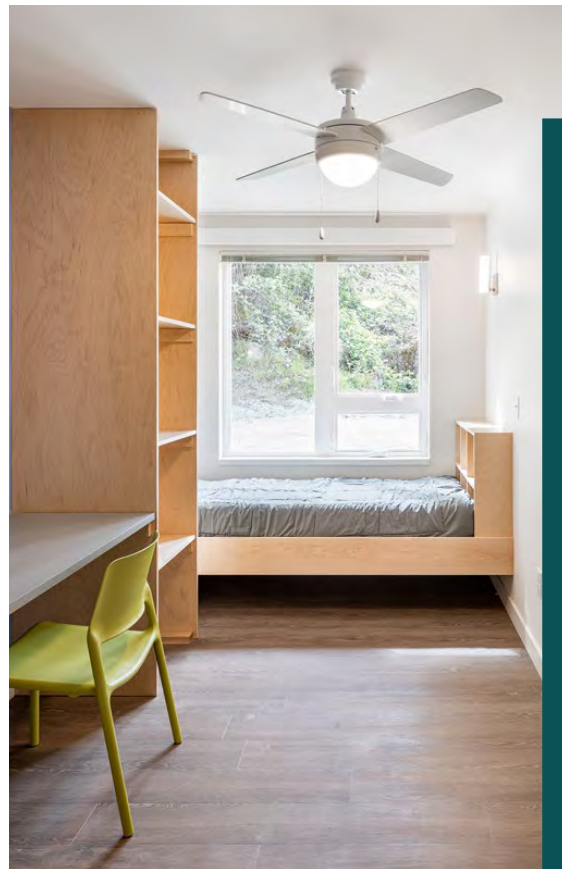
The County has committed SHS revenue to new projects that will support people experiencing behavioral health challenges. Those include recovery-oriented housing options, access to crisis stabilization services through a 24/7 stabilization center and a new 14-day stabilization and treatment program.

Overall, these accomplishments and ongoing initiatives underscore the County's dedication to tackling the complex issue of homelessness by reaching across departments and organizations to meet the needs of our neighbors and create a community where everyone feels safe and supported.

## Examples of cross-sector partnerships and programming

SHS funding allowed us to partner with the Department of County Human Services' Intellectual and Developmental Disabilities Services Division (IDDSD) to improve services for people with disabilities who are also experiencing homelessness. Programs include their Coordinated Access Case Management program, which streamlines access to permanent housing for individuals with intellectual and developmental disabilities. In addition, the IDDSD Regional Long-Term Rent Assistance (RLRA) program offers long-term rent assistance paired with services for program participants.

The Department of Community Justice (DCJ) used SHS resources to help house people who are both justice-involved and experiencing homelessness. The DCJ Tenant-Based RLRA program prioritized people who are justice-involved — including people on parole or probation or those nearing release from carceral settings — and are experiencing or at risk of homelessness. The program helps ensure long-term housing stability and reduces the likelihood that participants will become justice-involved again. Additionally, DCJ worked to connect justice-involved people with project-based permanent supportive housing at Transition Projects' Argyle Gardens community.



## “Our clients who were houseless on the street... are now in apartments.”

**Homeless Mobile Intake Team wins national award, USAging Aging Innovations Award, recognizing its work supporting older adults and people with disabilities.**

Jeffrey Stevens' life took a turn a couple years ago when his roommate passed away. The 73-year-old musician, who'd had a long career in public access television, lost financial support, stability and his home. "That's when the support system fell apart," said Stevens. Stevens, who also has a disabling condition, was staying at a shelter funded by the Joint Office of Homeless Services when a caseworker referred him to the County's Homeless Mobile Intake Team.

The team is part of Multnomah County's Department of County Human Services' Aging, Disability, and Veterans Services Division, and it's funded by the Supportive Housing Services Measure. The team works in partnership with the Joint Office and helps people experiencing homelessness connect to existing resources, focusing on those who are aging and/or have disabilities.

The five-person team was launched in 2022, and has since served 295 participants.

Before the Homeless Mobile Intake Team existed, connections to those resources relied on phone calls and subsequent office visits. But now, those services can be brought directly to clients where they are —

rather than requiring them to travel first to a government office. "We bring Aging and Disabilities out to the streets, out literally to the people," said case manager Caitlin Lee.

Lee met with Stevens at his downtown shelter and conducted an assessment to determine his medical eligibility. Lee got Stevens approved for Medicaid and is guiding him toward housing. "I get to stay with you," said Lee. "We develop a relationship. And I walk you and guide you out of homelessness."

The mobile team conducts assessments, identifies benefits, and provides short-term intensive housing case management. The team also connects people to long-term housing vouchers through the Regional Long-Term Rent Assistance program. Case managers also connect with service partners to help cover move-in costs and provide supportive services.

"We have 15 of our clients who were houseless on the street, who are now in apartments," said Lee.

For Stevens, the mobile intake team has been a game-changer. "They [case managers] have to believe in what they're doing," Stevens said, "because you're taking care of people, and people are pretty fragile, especially as they get older. "It's hard enough to be homeless. But being involved, staying busy, and addressing the problem on the front lines was a lifesaver for me."



**Jeffrey Stevens (R), client**  
**Caitlin Lee (L), case manager**  
Homeless Mobile Intake Team

Multnomah County DCHS - Aging,  
Disability, and Veterans Services Division



**Wendie Smith,  
Housing Specialist**

Bridging Connections  
Motel Shelter Program  
New Narrative - Behavioral Health

## **“We’re meeting people where they’re at and able to partner with them toward their goals.”**

**New housing specialist in behavioral health motel shelter program — made possible with the Supportive Housing Services (SHS) measure — helps participants find housing that meets their needs**

For people with behavioral health challenges, it can be challenging to find a way out of homelessness and into housing.

Bridging Connections — a motel shelter program operated by nonprofit New Narrative, supported by the SHS Measure, and overseen by the Multnomah County Health Department — helps fill that gap. It serves people receiving behavioral health treatment through County programs who are also experiencing homelessness or housing instability, providing them with low-barrier motel-based shelter and on-site services.

This past year, the program was able to better support participants by adding a dedicated housing specialist, made possible with Supportive Housing Services funding. Since beginning her role in 2023, housing specialist Wendie Smith has been able to help participants secure housing that meets their needs.

Working collaboratively with participants, their treatment teams and other Bridging Connections staff, Smith can ensure participants find housing solutions that best meet their needs.

“I love that about this position — that the responsibility ultimately is on the individual, but I can make an instrumental difference in supporting them,” Smith said. “We’re meeting people where they’re at and able to partner with them toward their goals.”

Even after just a few months, Smith has seen several participants find success. One participant received a Regional Long-Term Rent Assistance voucher after moving to the shelter program last year. But because of language barriers and previous negative experiences with government agencies, the participant needed extra help to put the voucher to use.

Smith met with the participant frequently to find housing that met their needs, helped them gather all the necessary documents and talk with landlords and ultimately supported them in moving into their new place.

“It was really important with this individual, making sure that their needs were met and that they felt heard,” Smith said. “That ended up getting them housed, and they are doing very well.”

“It’s a big role, but it is so critical for these individuals that they have that support,” Smith said.

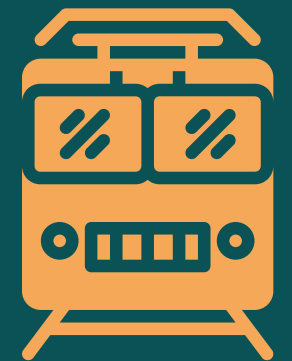


## Metro Affordable Housing Bond Alignment Data

Multnomah County is continuing to leverage all available funding sources to expand permanent supportive housing capacity. This includes construction funds from the 2016 Portland Housing Bond and 2018 Metro Housing Bond. Many more projects have leveraged Portland bond funds.

Metric	Required Data	Outcomes
Metro bond-funded projects where SHS services or rent assistance funding used to create PSH since 7/2021	# of projects	2
	# of PSH units in the above projects	47
Metro bond-funded projects where SHS services or rent assistance funding has been used to create PSH in year 3	# of projects	1
	# of PSH units in the above projects	12
	Description of the projects	Powellhurst Place is the only Metro Bond-funded project with SHS-funded PSH that opened in Multnomah County in FY 2024. Powellhurst Place created 65 total affordable units, including 12 one-bedroom units of PSH. The building is owned and operated by Northwest Housing Alternatives and culturally-specific PSH services are provided by the Native American Rehabilitation Association of the Northwest (NARA NW).

## 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.

## Regional Coordination

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. Find 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 2024 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 2024, directing \$8 million 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 (Continued...)

This past year, Clackamas, Washington and Multnomah counties began work with Trillium Family Services and Health Share of Oregon to establish network hubs, which will allow counties to receive referrals for HRSN housing services, including up to six months of rent and utilities, 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 establishing the first medical respite program 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

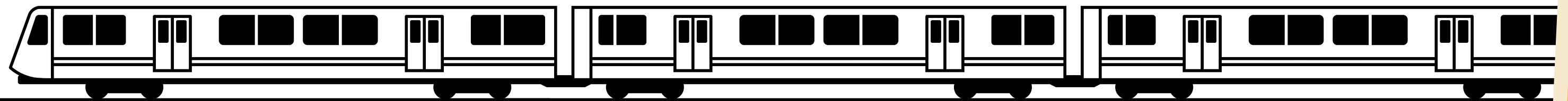
behavioral health outcomes. To this end, Washington County has established population-specific liaisons, such as a housing case manager who works with people who are over the age of 65 and/or connected to disability services, and Clackamas County has used this model to develop and issue a program offer 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.

### Health and Housing Integration

In alignment with the TCPB's goal to create system alignment and increase long-term partnerships, the 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 healthcare partners, and the establishment of regionalized best practices for housing and healthcare 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.



## “It’s like my life is brand new!”

### Eric is housed with help from FUSE program

Eric struggled with alcoholism most of his adult life, and was in and out of homelessness for years. Things became even harder when he developed a physical disability that left him unable to work.

“Nobody wants to live out on the street,” Eric said. “At age 57, with all my health problems, that’s no way to live. I got into drinking a lot, because I was depressed. I’ve been through a lot.”

Now, thanks to a pilot program from the Joint Office of Homeless Services and provider East County Housing, Eric and his dog, Miss T., are housed and stable. Eric is receiving the healthcare and recovery support services that he needs.

Eric was helped with the Frequent Users System Engagement (FUSE) program, which is focused on people who frequently cycle through the homeless services, legal and healthcare systems. With the FUSE pilot, the Joint Office is using SHS funds to support people like Eric, who have complex needs and are best served with supportive housing.

The pilot resulted from a 2018 analysis done by the Joint Office along with several healthcare, housing and public safety organizations. The analysis found that when “frequent users” of emergency health and criminal justice systems are provided supportive

housing, it leads to fewer crisis responses, jail bookings and public costs.

“A stable housing environment is the most important thing to having a healthy lifestyle. That alone can bring about such a dramatic improvement,” said Darek Taylor, Eric’s case manager.

Taylor worked with Eric every step of the way, from clearing barriers to housing, to finding an apartment that would be a good fit, to applying for a lease, to working with the landlord to ensure the application would be accepted.

“Coming in here [to FUSE] has changed my life a thousand percent. It’s been such an uplifting experience,” Eric said. “I love my house. I love my neighbors. It’s like my life is brand new.”

**Eric Tucker**  
Frequent User System  
Engagement Participant

East County Housing  
Rockwood Community  
Development Corporation





# Regional Coordination (Continued...)

## 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 Homelessness 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 Comparable Database system ("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.

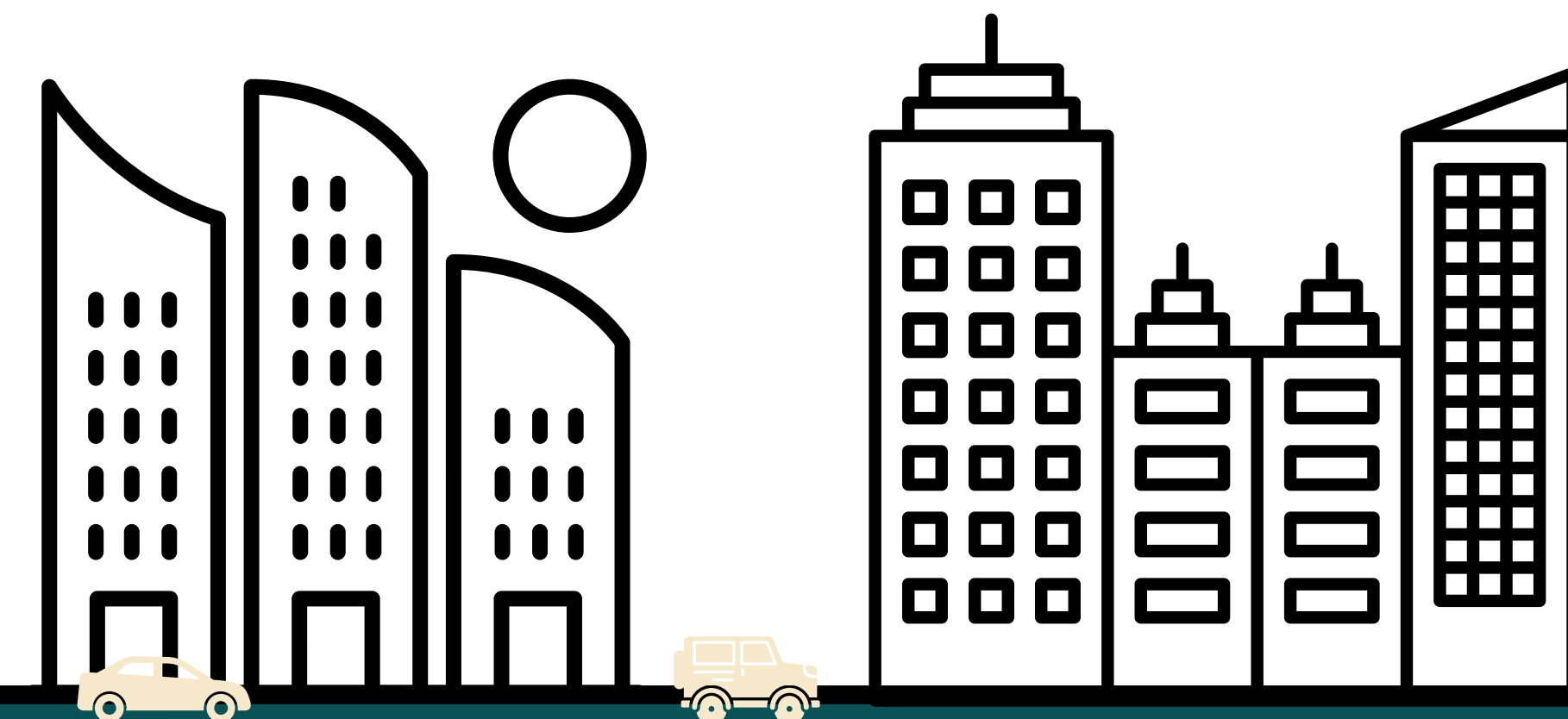
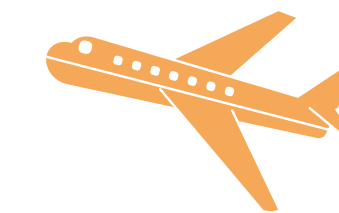
### Data Collaboration

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 on 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 our roles as analysts. This is also a group where we discuss potential alignment with respect to SHS topics and learn best practices for other aspects of



### Data Collaboration (Continued...)

work, such as Regional Long-Term Rent Assistance (RLRA) quality control in HMIS. We also consistently collaborate across the three jurisdictions, with support from Metro and external consultants, on key projects like the Medicaid 1115 Waiver expansion.





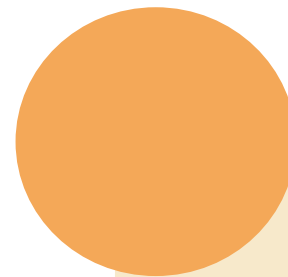
## Strategic Regional Initiatives

### 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.



## Advancing Racial Equity



The Joint Office has long been committed to advancing racial equity in all our work, with a focus on reducing the disparities experienced by Black, Indigenous and other People of Color (BIPOC) who are disproportionately impacted by housing instability and homelessness.

# Advancing Racial Equity


The Supportive Housing Services (SHS) measure also highly prioritizes racial equity, which has given us the opportunity to fund services in alignment with those values and address gaps in services for BIPOC communities. Each year the three counties work toward equity benchmarks and operationalize equity locally by setting racial equity goals in our SHS Annual Work Plans. You can learn more about Multnomah County's racial equity goals in **Attachment A**.

To counter the ongoing mechanisms of racism and create systems that prioritize BIPOC communities, Multnomah County is committed to integrating racial equity in SHS service strategies and across all organizational functions. The Joint Office advances racial equity throughout our department by operationalizing five pillars of equity work:



**Monitor and Review**

The Joint Office supports the equity work of our providers by monitoring and supporting their equity work plans. Joint Office staff provide technical assistance on equity work plans to providers as needed.




**Project Partner & Subject Matter Expertise**

The Joint Office equity team collaborates with teams across the department as well as with our jurisdictional partners, including Metro, to provide an equity lens in projects, policies, processes and practices. Our budget process and review is required to include the use of the Joint Office's Racial Equity Lens Tool (RELT).



**Training and Tools**

We coordinate and facilitate equity-based trainings for our providers and staff. Training needs are identified by providers themselves, in their equity work plans or otherwise, as well as through feedback received from program participants. We also provide tools for evaluation as needed.



**Workforce Equity**

Our equity team leads and supports our work plan and goals around workforce equity for the Joint Office. The Joint Office supports workforce equity for providers through projects such as the 2023 wage study and this year's SHS-funded organizational health grants for workforce stabilization.



**Community Partner Engagement**

Joint Office staff partner with providers and jurisdictional partners on training and initiatives, and provide support to partners who do not have the capacity for this work on their own. The SHS-funded Equity Engagement Coordinator convenes and supports our Equity Advisory

Committee to provide recommendations on the Joint Office's work, and helps new and emerging culturally specific providers navigate government processes and build capacity. See Provider Partnerships & Capacity Building for more information about the Equity Engagement Coordinator's role in growing the impact of our culturally specific providers.

## Equity Analysis

As the County's lead department serving people experiencing homelessness, the Joint Office is committed to inclusively leading with race in all of its work and acknowledges that many of the systems and institutions that provide homeless services have historically underserved Black, Indigenous, Latino/a/x/e, Asian, Native Hawaiian, Pacific Islander, and other people of color, negatively affecting the well-being of these communities. In alignment with the requirements of the SHS Measure, the Joint Office is focused on reducing racial disparities across the regional homeless services system by prioritizing these communities of color. Our equity work focuses on communities that are overrepresented in homelessness relative to their representation in the Multnomah County's overall population and among households at high risk of homelessness. The Joint Office also recognizes that other groups of people continue to face marginalization and discrimination based on gender identity, sexual orientation, ability and age. The Joint Office takes an intersectional approach and centers race, since people of color continue to experience poorer outcomes than their White counterparts across all categories of identity and belonging.

To assess equity in SHS-funded work, the Joint Office requires our contracted providers to report information on their clients' races, ethnicities and genders. This information is the basis of our SHS racial equity analysis, which compares the percentage of people receiving SHS services identifying as BIPOC to the demographic breakdown of our total population experiencing homelessness (as captured in our By-Name List data). The analysis also includes comparative data from the first year of SHS reporting (FY 2022) where it is available, to measure improvements over time in our ability to serve people identifying as BIPOC.

This work is in service to our collective goal of eliminating disparities in homeless services, which we work toward by supporting the expansion of our system's culturally specific capacity and helping providers across the whole system build anti-racist, gender-affirming and culturally responsive services.



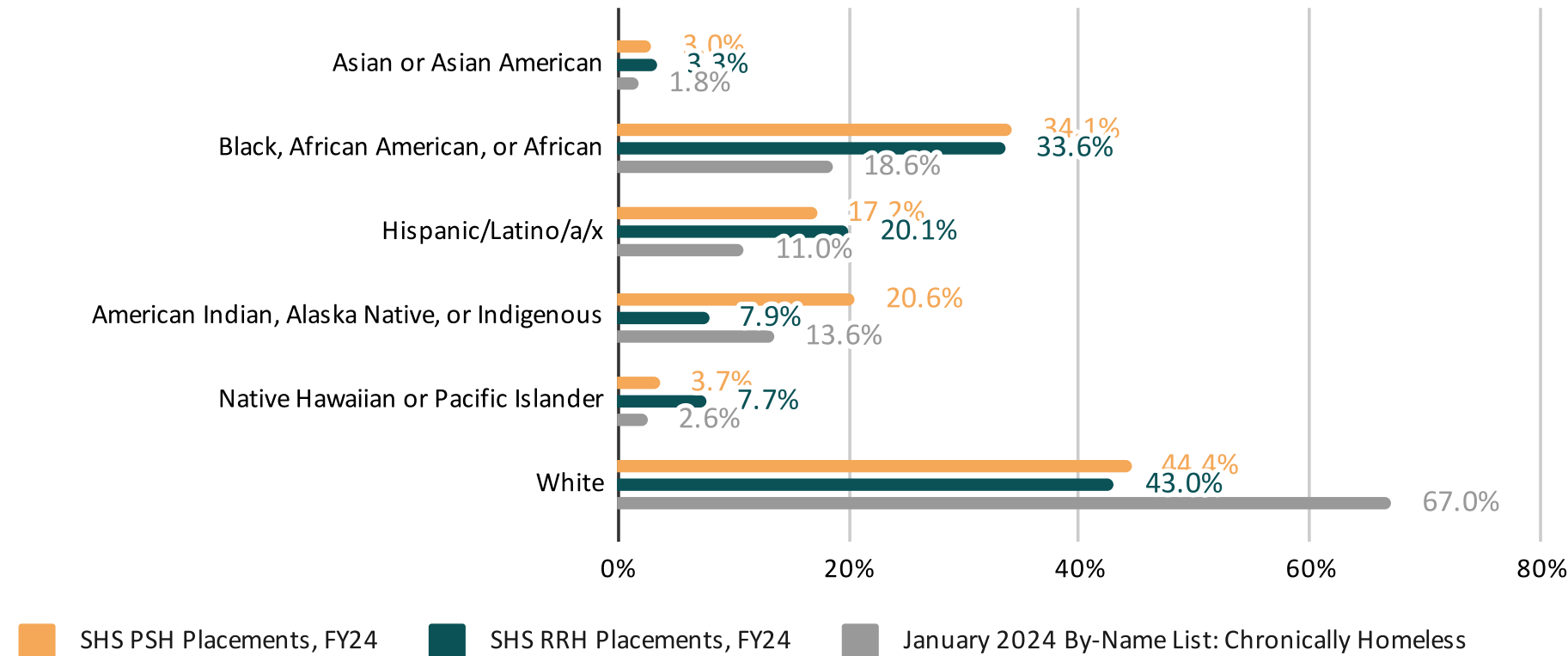
# Advancing Racial Equity (Continued...)

## Progress toward racial equity goals in the LIP

The Joint Office aims to serve BIPOC folks at a rate greater than their proportion of the population that is in need of services, thereby reducing their overrepresentation in the homeless population. As shown below, SHS programming has been successful in housing BIPOC people at higher rates than their representation in the overall homeless population in many instances.

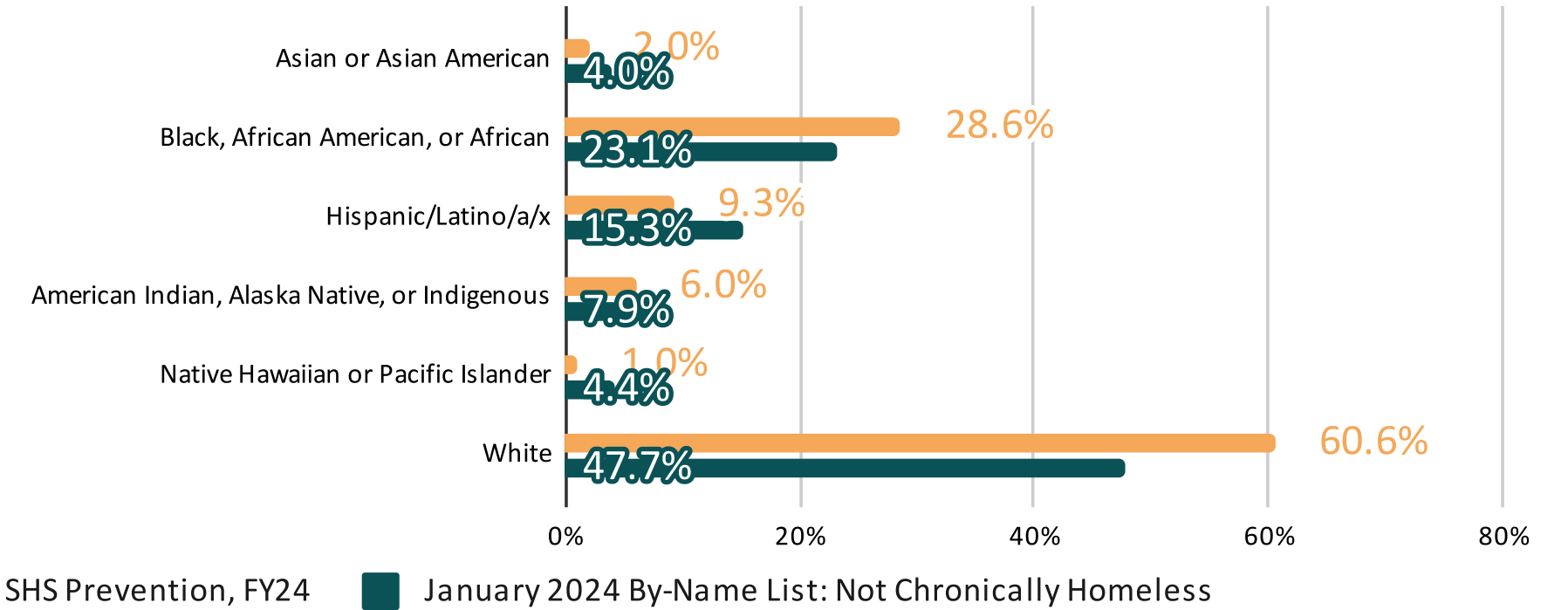
### SHS Housing Placements vs Chronic Homelessness

#### People of Color are more represented in SHS Permanent Housing Placements



### SHS Homelessness Prevention vs. Short-Term Homelessness

#### Black persons are more represented in SHS Homelessness Prevention services



Specifically in FY 2024, people identifying as Black, Indigenous, Latino/a/x/e, Native Hawaiian and Pacific Islander were served above goal rates for SHS-funded permanent housing programs (including permanent supportive housing and rapid rehousing). As an example, Black people represented nearly 19% of people experiencing chronic homelessness in January 2024, but made up around 34% of permanent housing (PSH and RRH) placements.

These groups were also served at a higher rate than in the baseline year (FY 2022). American Indian, Alaska Native or Indigenous people were placed in SHS PSH

above goal rates in FY 2024 and represented a larger share of PSH placements during FY 2024 than in FY 2023. Black people and Native Hawaiian or Pacific Islander people were also placed in SHS-funded rapid rehousing above goal rates in FY 2024 and also represented a larger share of rapid rehousing placements in FY 2024 than in FY 2023.

In FY 2024, people identifying as Black were also served above goal rates for homelessness prevention services — Black people represented 23% of those experiencing short-term homelessness, but made up nearly 29% of those receiving homelessness prevention.

## Advancing Racial Equity (Continued...)

### Progress toward racial equity goals in the LIP (Continued...)

Among homelessness prevention clients, between FY 2023 and FY 2024 representation of Indigenous persons went up, and BIPOC representation from other groups decreased.

Although we are meeting goals for some groups, we continue to see disparities in the provision of specific SHS-funded services to individuals from certain demographics. In particular, American Indian, Indigenous, or Alaska Native folks are being served at lower levels than expected in rapid rehousing and homelessness prevention programs. Indigenous people comprise nearly 14% of those experiencing chronic homelessness but only 8% of RRH placements; and they represent 8% of people experiencing short-term homelessness but only 6% of people served in prevention programs. Similarly, Native Hawaiian and Pacific Islander people are being served at lower levels in permanent supportive housing and homelessness prevention programs.

The culturally specific provider expansion strategies undertaken by the Joint Office have had an impact on our ability to serve BIPOC people experiencing homelessness, as outlined above and evidenced by the number of permanent housing placements and homelessness prevention clients identified as BIPOC. By continuing to invest in these activities, we will improve our provision of services to historically underserved BIPOC groups.

### Provider engagement

The Joint Office's work addressing homelessness would not be possible without our network of service providers, many of whom are supported by Supportive Housing Services dollars. We rely on provider feedback to make our strategies responsive to the real challenges and successes providers are encountering as they navigate the housing and homelessness systems with people they serve. We hear from providers on a regular cadence through:

- System of care meetings led by program team staff
- Informal meetings with providers throughout the year, and ongoing communication and support for culturally specific providers led by the equity team (**see Provider Partnerships and Capacity Building**)
- Provider conferences (**see Provider Partnerships and Capacity Building**)

### Provider engagement in the Community Sheltering Strategy

In addition to our ongoing engagement with providers, the Joint Office also seeks out provider input through special initiatives such as the Community Sheltering Strategy. In FY 2024, the Joint Office released its Community [Sheltering Strategy](#), developed over the span of several months. The plan was developed by a work group made up of Joint Office staff, service providers, and staff from the cities of Portland and Gresham, who met weekly to design a strategy to improve the availability and efficacy of shelter and reduce unsheltered homelessness. This work group reported on a biweekly basis to a steering committee made up of commissioners from the City of Portland and Multnomah County.

Informed by feedback and collaboration with culturally specific providers, the sheltering strategy outlines priority populations we aim to serve, recognizing that intersectional identities can have major impacts on someone's experience of homelessness and their ability to safely access services. The recommendations from the work group also aligned with and were informed by other groups, including the Joint Office's Lived Experience Advisory Committee, which elevated concerns about LGBTQIA2S+ folks in shelter — specifically, transgender folks — which resulted in a specific recommendation in the community sheltering strategy that the adult system add culturally specific shelter for LGBTQIA2s+ adults.

### Representation of BIPOC communities on advisory bodies and in decision making

The design, policies and processes of Joint Office Boards and Advisory Committees, including the SHS Advisory Committee, are structured to elevate the experience and expertise of people with lived experience of homelessness, Black, Indigenous and other People of Color (BIPOC) communities, and other identities overrepresented among the homeless population.

In FY 2024, 50% of Joint Office advisory body members identified as BIPOC and 62.5% identified as people with lived experience of homelessness. Within the SHS Advisory Committee, 75% of members identify as BIPOC and 75% of members bring lived experience of homelessness. Out of the 13 members of the JOHS Equity Advisory Committee, 12 members identify as BIPOC and 12 members identify as having lived experience of homelessness.

The Joint Office is intentional about engaging BIPOC communities and people with lived experience in program design and decision making. An example of this took place in the fall of 2023, when equity staff conducted an engagement session with 27 culturally specific providers newly qualified for SHS funding. Feedback from the providers at this session helped shape the JOHS System Development Grant, an inaugural County pilot that will support the ability of these providers to expand their service capability and position them to more easily contract with the Joint Office in the future.

# Advancing Racial Equity (Continued...)

## Engaging the community in processes and decision-making

Community engagement is an important part of the Joint Office's work to address homelessness. It ensures that our efforts and decision-making do not happen in a vacuum, and it provides a platform for our community to share its wealth of learned and lived experience. In this way, our policies, budgets and programs can be truly responsive to the real needs and challenges people are facing in Multnomah County regarding housing and homelessness.

Our work to inform and involve communities takes place through both our regular work and special initiatives.

For instance, our Community Advisory Bodies provide avenues for regular community engagement. The Joint Office has five advisory boards and committees, each with a different focus, that give community input on homeless services to Joint Office leadership, the Portland City Council and the Board of County Commissioners.

In FY 2024, the SHS Advisory Committee shared three sets of recommendations with Joint Office executive leadership: recommendations for the use of unanticipated and carryover SHS funding, recommendations for increasing capacity for SHS providers, and recommendations for increasing access to homeless services. These recommendations were made available to the public on the Joint Office website. Joint Office leadership reviewed these recommendations and shared initial responses with the committees, including areas of current alignment and future growth, and will continue to keep the committee's guidance central in decision-making going forward.

Notably, the committee's recommendations for the use of unanticipated and carryover SHS funding were used to inform decision-making of Joint Office staff, informing the allocation process for the funds and the planning and design of their solicitations.

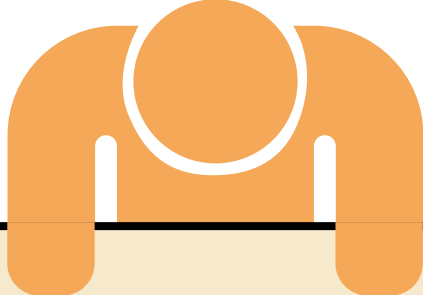


### Supportive Housing Services Advisory Committee

Advises Multnomah County on adherence to the SHS Measure and the County's Local Implementation Plan (LIP), and provides accountability and recommendations related to the LIP and SHS program.

### Equity Advisory Committee

Provides guidance and recommendations to help address racial disparities in the Joint Office's work to end homelessness. Recommendations from this committee are shared with Joint Office leadership.



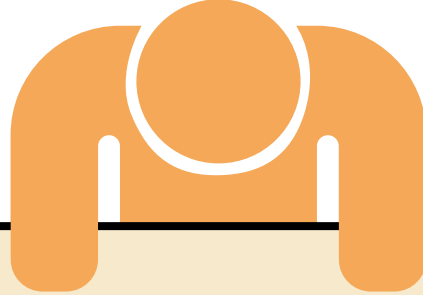
### Lived Experience Advisory Committee

Uplifts the voices of people who are or have been unhoused to ensure that the work of the Joint Office centers their experiences. The committee provides insight and recommendations to help improve the services and programs we support.



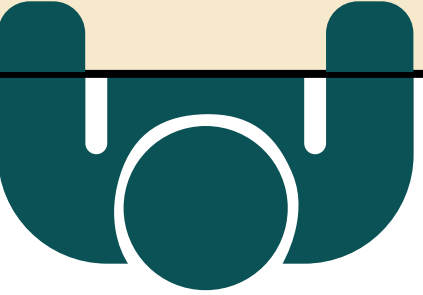
### Community Budget Advisory Committee

Reviews and makes recommendations on Joint Office budgets and operations. Makes recommendations to the Board of County Commissioners about the JOHS annual budget.



### Continuum of Care board

Advises on and oversees the implementation of priorities and policies related to the Multnomah County Continuum of Care. Federally mandated by the Department of Housing and Urban Development (HUD), the Continuum of Care Board is the only Joint Office advisory body that holds decision-making authority.





**Mini**  
New Avenues for Youth  
New Day Program

## **“I’m just proud of myself that I never gave up.”**

### **Mini is housed with New Avenues for Youth’s New Day program**

Mini, who also goes by Luichi, experienced homelessness and housing instability for years. Being a survivor of sex trafficking and a former sex worker presented additional barriers to leaving homelessness for housing.

“The lack of legal income, for me, was a problem. I didn’t have any way to prove that I could pay rent,” she said.

Things changed when she connected with New Avenues for Youth’s New Day program. The program supports youth ages 12-25 who are experiencing or at risk of experiencing sex trafficking or exploitation.

Through funding allocated by the Joint Office of Homeless Services from the Supportive Housing Services measure, New Avenues provided Mini with a year of rent assistance so she could stabilize and get her life back.

“It was really exciting for me to be able to get my own place,” she said.

After one year in the program, Mini then accessed a tiered system of rent, where every three months the amount she pays increases, until she is able to pay the full amount herself. This tiered model, when combined with case management and support services, has been highly successful in helping people stay housed for the long-term.

With that stability, after a year and a half in the program, Mini received a license in massage therapy, and is now working as a licensed massage therapist.

“I’m most proud of myself for just sticking to that, and not bailing on it, and not giving up”, she said.



## Financial Overview



In our Financial Overview section, we provide details on how SHS dollars were put to work; particularly in the programs that were delivered and the populations that were served in an effort to provide transparency and display how funds are being used effectively.



## Financial Overview

In FY 2024 the Joint Office of Homeless Services was able to effectively put our SHS dollars to work in the community. After addressing factors in previous years that led to underspending, we **exceeded our financial targets for the year**.

In coordination with Metro, we set our SHS target spending rate at 75% of our program budget. In FY 2024, we spent \$135 million of our \$170 million program budget, achieving a spending rate of 80%. When looking at our entire budget — including capital funding — we spent \$143 million of our \$190 million budget, or 75%.

Even though we did not spend 100% of our SHS budget, we did spend the revenue generated by the SHS measure and allocated to Multnomah County for FY 2024. Our total FY 2024 spend of \$143 million exceeded the \$140 million in FY 2024 tax collections. Unspent dollars represent carryover, reserves or contingency funds from previous years.

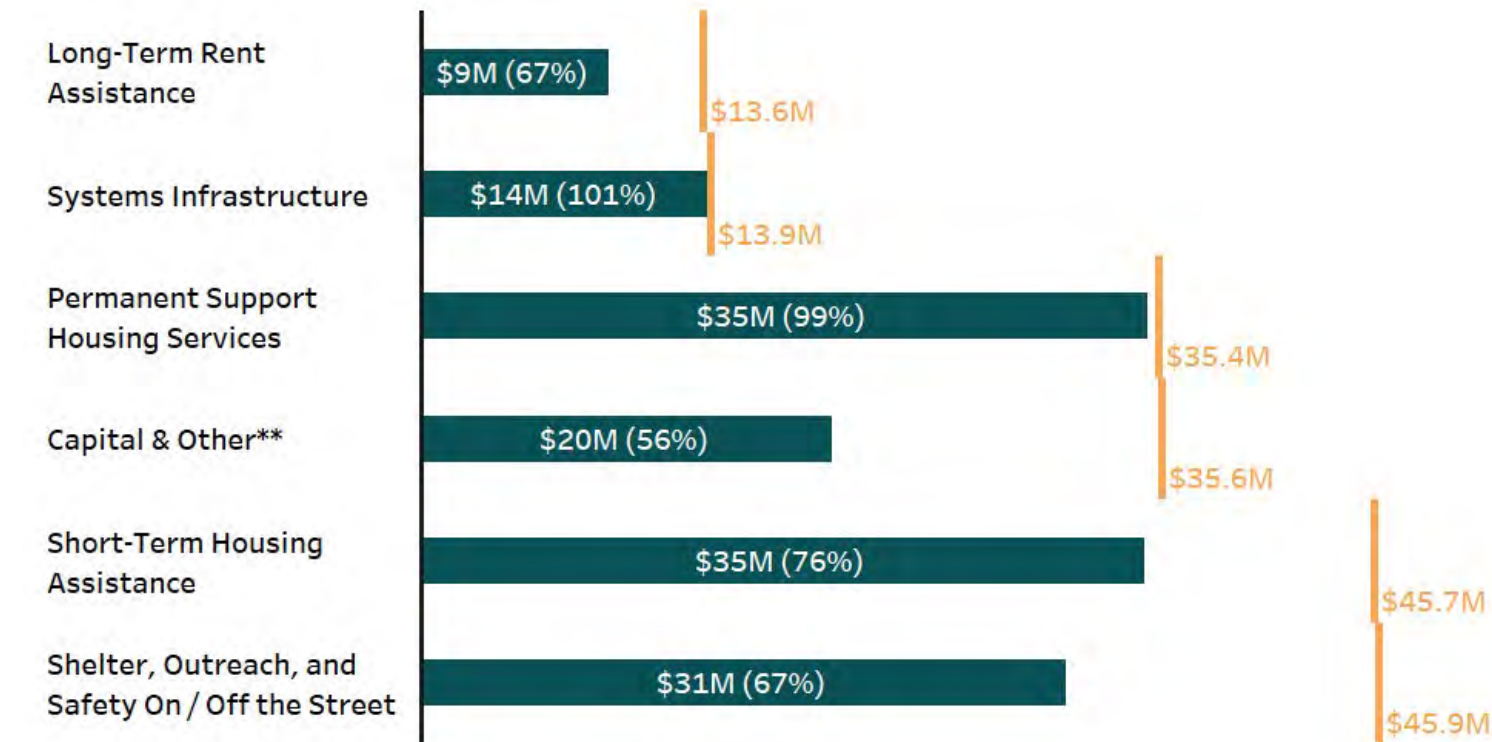
Any carryover dollars that went unspent in FY 2024, along with those held in contingency and reserves, are included in our FY 2025 budget.

The percentage of budget spent varied by major category, with 99% of the permanent supportive housing budget spent and 76% of the short-term housing assistance budget spent.

Carryover funding from previous fiscal years was used for strategic one-time only investments across major categories, with the majority of carryover funding budgeted in shelter, street outreach, safety on and off the streets, and short-term housing assistance. Specific investments included \$10 million in workforce stabilization grants distributed by United Way to support recruitment, retention and staff development; funding for the rapid rehousing program Housing Multnomah Now; and capital investments that increased the availability of housing units with behavioral health support.

### Leveraging funding streams

Partnership across governments and funding streams is key to the success of our homeless services system, allowing us to leverage the expertise and resources of the different governments and organizations that are coming to this work. An example of this in FY 2024 was our use of State funds to stand up emergency shelters. Going forward, the County is investing general funds to purchase capital in support of the Community Sheltering Strategy in alignment with the Homelessness Response Action Plan.



## Financial Data

Over the 10-year life of the Supportive Housing Services (SHS) Measure, 75% of the funding is to be prioritized for households experiencing chronic homelessness and who have one or more disabling conditions (Population A) and 25% is to be utilized for households experiencing or at significant risk of experiencing homelessness (Population B). Considering the 75/25 split is a cumulative goal, it is expected that the year-over-year percentage will fluctuate as the County builds out programming across service types and regional needs shift over time.

In FY 2024, the Joint Office spent \$84,240,691.60 (71%) on services for Population A and \$34,210,854.30 (29%) on services for Population B, resulting in a 71/29 split. In year 3, the Population B percentage is higher than the overarching 25% goal largely due to a substantial increase in rapid rehousing placements that occurred through the Housing Multnomah Now initiative.

**FY 2024 SHS Spending: 71% Population A, 29% Population B**

Programmatic Category	Sum of Amount	Pop A People Served & % of Total	Pop B People Served & % of Total	Applied Pop A % to \$ spent on Programmatic Category	Applied Pop B % to \$ spent on Programmatic Category	Total People Served
<b>Long-term Rent Assistance</b> Rent payments for PSH & other permanent housing administered by our housing authority	\$10,105,527.70 Incl. County long-term admin	731 people, <b>90.5%</b>	62 people, <b>9.5%</b>	\$9,145,502.60	\$960,025.10	793 people
<b>Other Supportive Services</b> - Employment and legal services	\$7,232,701.75	375 people, <b>72%</b>	144 people, <b>28%</b>	\$5,207,543.30	\$2,025,156.50	519 people
<b>Permanent Supportive Housing Services</b> Wrap around support services, move-in costs & flexible client assistance	\$34,948,640.88	1,286 people, <b>85%</b>	582 people, <b>15%</b>	\$29,706,344.70	\$5,242,296.10	1,868 people
<b>Shelter, Outreach, Safety On &amp; Off the Street</b> Outreach, shelter, coordinated entry, hygiene, behavioral health outreach, navigation	\$31,589,736.06	2,250 people, <b>68%</b>	1,066 people, <b>32%</b>	\$21,481,020.50	\$10,108,715.50	3,316 people
<b>Short-term housing assistance</b> Rapid rehousing and homelessness prevention	\$34,574,939.47	1,342 people, <b>46%</b>	1,550 people, <b>54%</b>	\$18,700,278.5	\$15,874,661.00	2,892 people
<b>Total Spent</b>	\$118,451,545.86	5,984 people	3,404 people	<b>\$84,240,691.60</b>	<b>\$34,210,854.30</b>	<b>9,388 people</b>
<b>Pop A/ B Split</b>				<b>71%</b>	<b>29%</b>	

Please note that we used the Population A/B methodology from the previous fiscal year, following guidance provided by Metro. We calculated our split using the total number of people served with SHS funds during FY 2024. This includes both people who were newly served as well as people who began receiving services prior to this fiscal year and continued receiving those services during the reporting period. Additionally, \$25,023,863.63 has been excluded from our analysis. This excluded amount encompasses primarily built infrastructure, administrative costs labeled as

"Other," the Regional Strategy Implementation Fund, system support, planning and coordination, and systems infrastructure expenses. Additionally, the number of people served is captured in HMIS; however, we acknowledge that there may be duplicated households that were served across different programs or not captured in this data set. For example, at the high end of our outreach efforts, we are able to serve thousands of people through our mobile hygiene van, but that data is not collected in HMIS.



# Performance Assessment



An overview of the performance assessment conducted to evaluate effectiveness and efficiency of SHS-funded programs to improve resource allocation and accountability, and support strategies.

## Performance Assessment

The third year of Supportive Housing Services (SHS) implementation was characterized by **both system growth and stabilization** as Multnomah County continued to ramp up services and sustain SHS-funded programming from previous fiscal years. Building upon lessons learned and initial work, **we achieved a majority of the annual work plan goals we set and have made significant progress on others.**

Over the course of this past year, we have effectively leveraged extra SHS funding to support our annual work plan goals and remained flexible when needing to balance the use of SHS funds and other funding streams. At the close of FY 2024, we are keeping pace with the overarching goals set forth in Multnomah County's Local Implementation Plan (LIP) and remain focused on accomplishing annual goals to meet the evolving needs of our community.

For details about our annual work plan goals, **please see Attachment A.**

### SHS Implementation in Review

Our local implementation plan notes that following anticipated outcomes by the end of the 10-year measure:

- Adding 2,235 supportive housing units
- Increasing appropriately supported permanent housing opportunities for folks experiencing homelessness who have significant behavioral health challenges.
- Reducing the number of households who become homeless by 1,000 per year.
- Reducing the number of people returning to the homeless services system within two years after entering permanent housing.
- Ensuring communities of color are served at higher rates than they experience homelessness with the goal of reducing racial disparities.
- Increasing number of eligible households who exit homelessness for permanent housing by at least 2,500 households per year.



Since starting SHS implementation, the Joint Office has been working diligently to increase the number of permanent supportive housing (PSH) opportunities in Multnomah County. Within the first two years of SHS funding, we added 1,114 supportive housing options, with 612 of those units coming online in year two alone. In FY 2024, we increased SHS-funded supportive housing units by 35%, from 1,114 to 1,515 and ended the year 67% of the way to our 10-year goal of adding 2,235 supportive housing units.

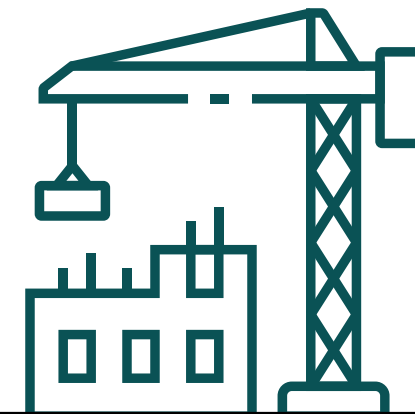
**Year one of SHS** | 502 supportive housing units brought online

**Year two of SHS** | 612 supportive housing units brought online

**Year three of SHS** | 389 supportive housing units brought online

**While we are motivated by this progress, we are also grounded in the fact that demand for PSH is also increasing over time.** In fact, this year saw a 5% increase in the number of people in Multnomah County experiencing chronic homelessness who are not yet in housing.

Throughout the first three years of SHS implementation, one focus has been increasing supportive housing opportunities for people with behavioral health needs. Notably, in year one of SHS implementation, we made foundational efforts to partner with Multnomah County's Behavioral Health Division, Assertive Community Treatment (ACT) teams, and Home Forward to create a Regional Long-Term Rent Assistance (RLRA) program for people with serious mental illness who are experiencing homelessness. This fully SHS-funded program has since expanded to include 150 vouchers. In FY 2024, we also added 25 vouchers for intensive case management and treatment specifically to support folks living with both behavioral health challenges and substance use disorders.



Since the COVID-19 pandemic, the County has had access to federal American Rescue Plan (ARPA) dollars, which were used, among other things, to help people stay in housing during the pandemic. In FY 2022 and FY 2023, the Joint Office was able to leverage these unprecedented federal funds to prevent thousands of community members from becoming homeless in partnership with the Department of County Human Services. As of FY 2024, County operations had largely returned to pre-pandemic norms, and ARPA funds were set to expire by the end of the fiscal year.

## Performance Assessment (Continued...)

In September 2023, the Multnomah County Board of Commissioners approved a plan that included \$50 million in unanticipated SHS revenue and \$12 million in unspent American Rescue Plan (ARPA) funds. As part of this plan, \$8 million in ARPA funds were budgeted for homelessness prevention in lieu of SHS funding. This decision was made after our 2024 SHS Annual Work Plan's homelessness prevention goal number was set, which had assumed SHS funds would be the primary funding stream for homelessness prevention.

While our SHS-funded prevention outcomes alone appear low, leveraging these two funding streams together ultimately allowed us to not only meet but also exceed our homelessness prevention goals. This success demonstrates the effectiveness of adapting to evolving needs in addressing homelessness in our County. By the end of FY 2024, 18,802 people had received homelessness prevention services throughout Multnomah County across funding streams with 8,070 people served with ARPA funds.



89%

FY 2024: one-year retention rate for SHS-funded permanent supportive housing (PSH)

85%

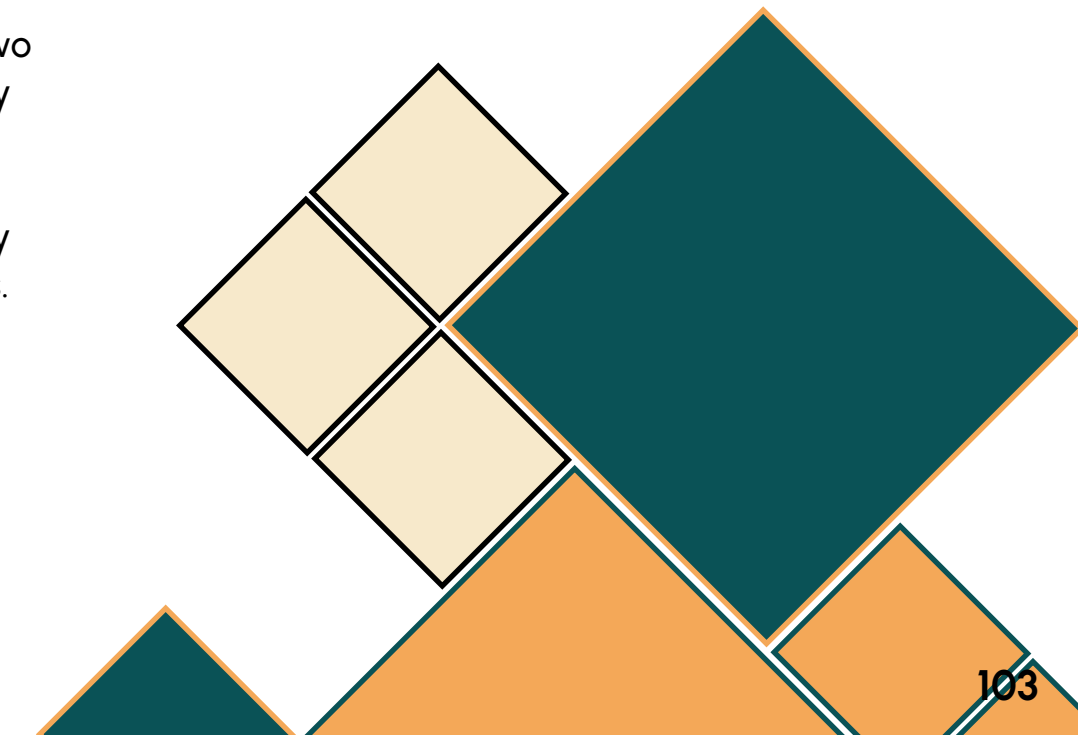
FY 2024: one-year post-subsidy retention rate for rapid rehousing (RRH)

In fiscal year 2023, Multnomah County was able to report SHS-specific retention rates for the first time, reporting that 99% of households in SHS-funded PSH remained housed one year after move-in. As mentioned earlier we knew this was a remarkably high number and that it would likely fall as the program continued and grew to include more people. Indeed, that is what happened this year: for FY 2024, our one-year retention rate for SHS-funded PSH was 89%. For our RRH programs, between 2023 and 2024 we saw a slight increase in our one-year post-subsidy retention rates, from 84% to 85%, on par with **national trends** for this service type.

The Joint Office will monitor retention rates to ensure that our programming supports folks as it should, and leverage innovative strategies to support higher retention rates and mitigate growing acuity. For instance, in FY 2025 the Joint Office is greatly increasing the amount of funding that providers can use to support households in PSH programs. **Most programs will see a 50% increase in available supportive service dollars per household**, and certain culturally specific, family, and site-based projects with more than 25% of units designated as PSH will see a 75% increase (for more information, **see Provider Partnerships & Capacity Building**).

Central to the SHS Measure is the regional commitment to addressing racial disparities in homeless and housing services. In FY 2022, the Joint Office reported Black, Indigenous and other People of Color (BIPOC) were served with SHS-funded programs at higher rates than they were represented in the houseless population. In year two of SHS implementation, this trend continued, with nearly 80% of people who received SHS-funded programming identifying as part of a community of color. In FY 2024, Multnomah County continued to serve folks who identify as BIPOC at prioritized rates across housing placements.

However, this year the data show that BIPOC communities received SHS-funded homelessness prevention services at slightly lower rates than their White counterparts (**see Advancing Racial Equity** section for comprehensive details) mainly due to a drop in the number of folks who identified as Black along with the total people served with SHS-funded homelessness prevention services. Going into FY 2025, we anticipate seeing the rates of communities of color served get back on track as the level of SHS investment in homelessness prevention services resumes in line with previous years and services are administered through a set of culturally specific partners in partnership with the Department of County Human Services (DCHS).





## Appendices & Attachments



Our appendices contains a range of content including reports, data tables, charts, graphics, plans, etc. that provide an in-depth / quantitative understanding of the information and stories presented throughout this annual report.

## Attachment A: Annual Work Plan Progress

### Section 1: Housing / Program Quantitative Goals

Regional Metric	Annual Goal	Actual Outcomes	If goal not met, explain why and improvement performance plan.
# of supportive housing units / vouchers brought into operation	550 PSH opportunities	308 PSH opportunities	<p><b>We achieved 56% of this goal.</b> Although we funded the full amount, the remaining 242 units we needed to meet this goal are located within site-based PSH projects that experienced construction delays in FY 2024 — outside of our control. These projects will now come online in early FY 2025.</p> <p>Despite that, we have made significant progress toward our overall 10-year goal for added PSH opportunities. Multnomah County currently sustains 987 households (1,128 people) in PSH, which is already 44% of our 10-year Local Implementation Plan goal to provide ongoing PSH to 2,235 households by 2031 — seven years from now.</p>
# of housing placements (people and households) PSH & RRH combined	1,345 People 1,005 HH	2,084 People 1,352 HH	<b>We exceeded this goal by 135%.</b>
# of PSH placements (households)	655 People 490 HH	574 People 442 HH	<p><b>We achieved 90% of this goal.</b> As noted above, construction delays affected the opening of four new affordable housing developments that will include 242 units of supportive housing. The Joint Office and the Behavioral Health Division are working closely with the four developments to ensure that they successfully lease up Population A households into supportive housing units when the buildings open.</p>

Regional Metric	Annual Goal	Actual Outcomes	If goal not met, explain why and improvement performance plan.
# of RRH placements (households)	690 People 515 HH	1,510 People 910 HH	<b>We exceeded this goal by 177%.</b>
# of preventions (households)	800 People 600 HH	<p><b>SHS Specific:</b> 398 People 334 HH</p> <p><b>ARPA Specific:</b> 8,070 People 3,199 HH</p>	<p><b>We achieved 55% of this goal with SHS funds, but met the service goal using other funds.</b> In September 2023, the Multnomah County Board of Commissioners approved a plan that included \$50 million in unexpected SHS revenue and \$12 million in American Rescue Plan (ARPA) funds. As part of this plan, \$8 million of ARPA funds were used for homelessness prevention instead of SHS funding. This decision was made after we set our 2024 SHS Annual Work Plan's homelessness prevention goal, which assumed the use of SHS funds.</p> <p>Ultimately, this blended approach allowed Multnomah County to not only meet but also exceed our homelessness prevention goals, demonstrating the effectiveness of leveraging multiple funding streams and adapting to evolving needs in addressing homelessness in our County.</p>
PSH Retention Rate	85%	89%	<b>We exceeded this goal.</b>
RRH Retention Rate	85%	85%	<b>We achieved this goal.</b>
Other: # of emergency shelter beds the JOHS supported with SHS funds	245 beds	800 beds	<b>We exceeded this goal by 327%</b>

## Attachment A: Annual Work Plan Progress (Continued...)

### Category 2: Racial Equity

Objective	Details	Did you achieve it?
100% of contracted service providers will submit the race, ethnicity, gender identity and sexual orientation data of their employees.	The Joint Office currently requires contracted service providers to annually submit demographic data about the employees in their organizations. At this time, there are service providers that do not submit this data. Over the next year, the Joint Office will develop a strategy to increase awareness and participation by socializing the overarching reason we ask for demographic data.	<b>We achieved 91% of this goal.</b>

**Description of Progress:** Multnomah County collects this data from our contracted providers via a survey to inform our demographics and pay equity analysis for the SHS Annual Report (see Provider Partnerships and Capacity Building for more information).

This request created some confusion amongst providers last year, as it appeared similar to the Compensation, Classification, and Benefits study the Joint Office ran in FY 2022, and it was not immediately clear to recipients that our request was based on an annual requirement from Metro. To prevent this in year three, we clarified our messaging to providers and began outreach several months before the Annual Report deadline. We also briefed the Joint Office program team early in the process, and worked with contract managers to communicate with providers we had not heard from by the survey deadline. As a result, we had a very strong response rate, with 49 of 54 providers submitting data this year.

**If goal not met, explain why and plans for doing so:** We had a strong response rate.

Providers shared that gathering sexual orientation data (a new request this year) was a challenge since it is not something that all organizations collect. While we want to include information from all providers in future years, and will improve our communications and outreach strategy in order to achieve this, the information we received from participants this year was incredibly informative and provides us with an understanding of the general landscape of provider staff demographics and wages.

We look forward to learning from this data to inform our ongoing work to advance equitable service delivery and culturally specific/responsive services.

### Category 2: Racial Equity (Continued...)

Objective	Details	Did you achieve it?
Six SHS Advisory Committee meetings and one annual retreat. SHS committee recommendations for SHS planning work including the design of the FY 2025 SHS annual work plan goals and overall FY 2025 investment portfolio.	The SHS Advisory Committee provides the insight, perspective and technical experience needed for the Joint Office to establish culturally responsive policies, standards and frameworks for anti-racist and gender-affirming systems.	<b>We achieved this goal.</b>

**Description of Progress:** The SHS Advisory Committee demonstrated an incredible appetite to help improve SHS programming and guide SHS investments, drawing from its significant lived and learned experience to produce three sets of recommendations for Joint Office leadership. **The committee met far more frequently than the minimum requirement, choosing to hold 11 regular virtual meetings, 14 subcommittee meetings, one special session and one in-person retreat in FY 2024.**

Recommendations addressed various topics, including:

- How to best leverage unanticipated and carryover SHS funding.
- How to increase the operational capacity of the Joint Office's homeless services providers, especially those identifying as culturally specific.
- How to improve Multnomah County's homeless system of care through investments in shelter and housing, behavioral health, and system coordination.
- How to ensure equity in SHS programming and support anti-racist and gender-affirming systems (in development at the end of FY 2024).

The committee's recommendations have played an active role in shaping the SHS program in year four. For example, our FY 2025 annual work plan goal of piloting a grants process to expand support and increase capacity directly for new, emerging, and culturally specific providers is directly linked to the committee's capacity building recommendations. This alignment with committee priorities is also mirrored in our FY 2025 budget, which continues the work of building system capacity, including targeted funding for emerging and culturally specific providers, with the goal of increasing culturally specific and culturally responsive capacity in our system of care.



## Attachment A: Annual Work Plan Progress (Continued...)

### Category 2: Racial Equity

Objective	Details	Did you achieve it?
Coordinate 12 training opportunities that prioritize Culturally Specific Organizations and expand Assertive Engagement training capacity for SHS providers.	JOHS will coordinate training opportunities that prioritize culturally specific organizations, as well as training opportunities that are informed by needs identified by providers. JOHS will also double the Assertive Engagement training capacity which will increase AE training opportunities and slots for SHS-funded providers.	<b>We achieved this goal.</b>

#### Description of Progress:

##### Training Opportunities for Culturally Specific Providers

Throughout FY 2024 the Joint Office coordinated more than 12 training opportunities that prioritized culturally specific organizations. Equity staff shared a monthly equity-based learning calendar with contracted providers to promote Joint Office and community trainings covering various equity-based topics for ongoing learning and capacity building, such as Cultural Competency, Intersections of Trauma and Race, and Supporting Youth Who Encounter Racial Stress & Trauma. The calendar features more than 15 no- or low-cost training opportunities each month, and showcases events hosted by local and national community based organizations, higher education institutions and other governmental entities.

##### Assertive Engagement

We met our racial equity goal to expand Assertive Engagement training for SHS providers by offering in-person trainings and developing a brand new e-learning series. By the end of FY 2024 the Assertive Engagement team had enrolled 372 participants in the new e-learning series and certified 143 new Assertive Engagement practitioners. Assertive Engagement trainings are highly sought after and typically fill up within an hour of opening to providers. Offering an online option has increased our capacity to certify more providers and meet the demand for the training, which in turn will support healthier, more effective service delivery for clients and service providers alike.

One post-training evaluation showed that 98% of participants felt the training was relevant to their professional and personal growth, and 91% felt that the training objectives were clearly met and that trainers exceeded expectations in presenting the material.

The Assertive Engagement Initiative's focus on equity, anti-oppression and trauma-informed care furthers our goal of building a provider network imbued with anti-racist, gender-affirming practices.

### Category 2: Racial Equity (Continued...)

Objective	Details	Did you achieve it?
100% of SHS-funded providers submit an equity goal or work plan.	JOHS will support providers in identifying and eliminating barriers to work plan creation, as well as creating plans to monitor progress on equity goals and work plans.	<b>We achieved 60% of this goal.</b>

**Description of Progress:** As described in the FY 2024 annual work plan, the Joint Office made efforts throughout the year to support providers in meeting this requirement by offering training, technical assistance, identifying provider-specific barriers and developing plans to monitor progress. The Joint Office's Equity Manager collaborated with the JOHS Program Team to establish clearer expectations for developing, collecting and monitoring equity work plans and goals in partnership with providers. To expand on this work, Joint Office staff presented a session on Equity Work Plans at the Joint Office's second Provider Conference in spring 2024. During the session, providers received information on equity work plan requirements, asked questions, and engaged in small group activities to brainstorm equity plan ideas and goals with other providers and Joint Office staff.

The Joint Office also sought feedback and received recommendations from our Equity and SHS advisory committees. Members from the Equity Advisory Committee were consulted to determine best practices for monitoring equity plans and the SHS Advisory Committee formed a workgroup focused on enhancing equity considerations within SHS programming. The feedback and recommendations provided by the advisory bodies will continue to help guide future equity efforts within our department and our network of providers.

To close this fiscal year, we note that 60% of providers receiving SHS funds have submitted either an equity work plan or have an equity-focused goal identified in their contract, and 76% of all SHS-funded providers submitted either equity work plans, an equity goal, or included equity considerations in their narrative reporting.

#### If goal not met, explain why and plans for doing so:

While we did not meet the goal, we made significant strides to respond to provider hurdles to completing the equity work plans and setting equity-focused goals, many of which have been historically attributed to both provider and JOHS capacity limitations. Thanks to improved internal capacity in FY 2024 the Joint Office made a collective push to provide widespread technical support for providers in the creation of equity work plans or goals. In addition, we made significant investments in provider workforce stabilization for all contracted providers, thereby supporting provider capacity to set and adhere to equity commitments.

Due to both the stabilization investments and equity work plan session with providers occurring later in the fiscal year, we have yet to see the full impact of these efforts; however, we are confident that the work in FY 2024 has laid a solid foundation for the years to come and fostered a shared dedication to addressing racial disparities while recognizing equity work is an ongoing process with and there is still room for growth.

## Attachment A: Annual Work Plan Progress (Continued...)

### Category 3: Capacity Building

Objective	Details	Did you achieve it?
Provide technical assistance and/or capacity building funds for 15-20 new and expanding providers.	Technical assistance can include NOFA qualification navigation support, connection to technical writing TA, as well as capacity-building funds to support organizational growth and development, which is intended to build new competencies, strategies, systems, and structures to support key elements of organizational stability, effectiveness, as well as support the ability to provide culturally relevant services or further advance racial equity across the organization.	<b>We achieved this goal.</b>

**Description of Progress:** We surpassed our goal to provide technical assistance and/or capacity building funds to 15-20 new and expanding providers. This was due in large part to the efforts of the Equity Engagement Coordinator at the Joint Office, an SHS-funded position that has been instrumental in building capacity among new, expanding, and culturally specific organizations seeking SHS funding. The analyst surpassed this goal primarily through designing and implementing a new System Development grant pilot designed to help smaller providers build administrative infrastructure and secure contracts with the Joint Office.

The pilot leverages County general funds (CGF) for new and emerging providers to strengthen their infrastructure and enhance services. The analyst collected feedback on the grant design from a group of 27 culturally specific providers, then supported that same group with the application process, including helping with technical writing and budgeting. Of the 27 original providers, 12 applied, with 11 selected as inaugural grant recipients.

Providers will use grant funding for various projects such as Human Resources support, strategic planning, data management infrastructure, equity consultations, and gender identity training. These projects will support organizations in expanding their service capability and position them to more easily contract with the Joint Office in the future. The Joint Office has budgeted over \$1 million in SHS funding for FY 2025 to continue this work, and will rely on insights gleaned from the pilot to inform program design going forward.

Additionally, the Joint Office supported new and expanding providers this fiscal year through improvements to our contracting, invoicing, and payment processes. Joint Office staff conducted quarterly contract management retreats to support ongoing training and development, and created updated tools to simplify performance reviews, communication, and monitoring. A recent Multnomah County audit showed these efforts are paying off. The Joint Office was recognized for leading the County in timely invoice payments, which are crucial for smaller, emerging providers dependent on prompt reimbursements.

### Category 3: Capacity Building (Continued...)

Objective	Details	Did you achieve it?
Engage and provide support to 10-15 new and emerging Culturally Specific Organizations.	Engagement and support with new and emerging culturally specific providers who are aspiring to qualify to provide services, who are qualified but not yet contracted, and who are working to build capacity to contract with JOHS. Engagement and support can include general support and Q&A, community engagement, NOFA navigation support, and connection to technical assistance (for technical writing in a qualification process or capacity-building).	<b>We achieved this goal.</b>

**Description of Progress:** We also surpassed our goal to engage and provide support to 10 to 15 new and emerging culturally specific organizations thanks to the Equity and Engagement Senior Analyst's work on the System Development grant pilot, which engaged 27 culturally specific providers.

Beyond the grant pilot, the analyst actively supported culturally specific organizations by connecting them to the equity team for learning opportunities and fostering their engagement in Joint Office processes. This work is in alignment with the SHS Community Advisory Committee's recommendation to build capacity among small, newly qualified organizations, and prioritize culturally specific providers for capacity building funds.

## Attachment A: Annual Work Plan Progress(Continued...)

### Category 3: Capacity Building (Continued...)

Objective	Details	Did you achieve it?
<b>Complete analysis of effective shelter models, specifically focusing on (i) best practices in moving from unsheltered homelessness to housing and (ii) assessing the effectiveness of alternative shelter models.</b>	The SHS expansion of the JOHS Data, Research and Evaluation program supports evaluation activities that focus on priorities outlined in the SHS Local Implementation Plan. These projects include a community-based needs assessment of geographic equity in the provision of homelessness services (Geographic Equity Study), a quantitative and qualitative analysis of the determinants of successful exits from unsheltered homelessness (Pathways to Housing Study), a qualitative analysis of effective alternative shelter programs (Alternative Shelter Evaluation) and an analysis of best practices in providing emergency shelter services (Effective Shelter Models Evaluation).	<b>We nearly achieved this goal.</b>

**Description of Progress:** The analysis of effective shelter models has been mostly completed. Additional research and evaluation is also underway, in an effort to build upon these objectives.

The **Alternative Shelter Evaluation** was completed and published by the Homelessness Research & Action Collaborative (HRAC) in early 2024, with the findings implemented into our sheltering strategy work. This evaluation concluded that, "congregate shelters [...] generate worse participant experiences, place fewer people into housing, and return more people into homelessness." The evaluation also suggested that "integrating a range of small, alternative shelters across a community is likely a more effective path to scale than focusing on a few, large shelters of any type."

The **Effective Shelter Report**, which outlines best practices in emergency shelter, is near complete. Additional data is being collected from shelter providers to provide more clarity around staffing levels, housing navigation, and shelter safety. This additional data will provide further insight into improvements needed in our shelters, and how these factors may be influencing shelter outcomes. This data collection and analysis is taking place from July-August, and the full report will be completed in early fall.

The contract for the **two-year Pathways Project** with HRAC was finalized in early 2024, and the project kicked off with a series of collaborative work sessions between HRAC and the Joint Office. This project aims to investigate the factors that enable or impede people experiencing homelessness to move into housing. HRAC is currently in the early stages recruiting for a Lived Experience Committee, and developing a survey to be conducted in the Fall. The survey results and report for year one will be complete in early 2025. The final report for the project is planned to be complete near the end of 2025.

**If goal not met, explain why and plans for doing so:**

The **Effective Shelter Report** was slightly delayed because the team identified a need for additional data from shelter providers to provide clarity around staffing levels, housing navigation, and shelter safety. Joint Office evaluation staff are currently collecting and analyzing this final data, and will release the finished report in early FY 2025.

The **Pathways Project** is a two-year study, so it was not meant to be complete by the end of FY 2024, though progress was made.

### Category 3: Capacity Building (Continued...)

Objective	Details	Did you achieve it?
<b>Develop a quality By-Name List for chronically homeless adult households in order to have current and detailed information on every person that meets the Population A definition.</b>	Built for Zero serves as a framework to expand data collection, increase data quality and utilize data for system and client-level prioritization of services. FY 2024 goals include:  Develop, in alignment with the development of a new Coordinated Access (CA) Assessment Tool, a new data collection form to be used during outreach and engagement.	<b>We are continuing to make progress toward this goal.</b>
<b>Expand data collection and update coordinated entry processes to be more timely, more accurate, and more comprehensive.</b>	Pilot data collection using the new staged assessment tool, as well as other aggregate data monitoring processes, in areas currently not collecting data completely, such as outreach and navigation.  Report Built for Zero core metrics for Population A, including inflow and outflow, as well as key demographics and contextualizing data to better understand Population A.	

**Description of Progress:** In alignment with the goals of the Built for Zero (BfZ) initiative, the Joint Office has been collecting real-time data on the people who meet the Population A definition of chronic homelessness, and has created a "by-name list" of everyone experiencing chronic homelessness in Multnomah County. At the end of FY 2024 we were in the final stages of ensuring our by-name list meets BfZ data standards, and had completed 20 of 29 data and planning tasks to ensure quality and comprehensiveness. We also completed an outreach data collection pilot to perform a gap analysis and inform data collection in the field. While we did develop the data collection form for the pilot in alignment with the new CA assessment tool, it was not implemented due to technical limitations. We have also developed cross-sector data sharing agreements to allow for more holistic data gap analysis.

When complete, the quality by-name list will help us match individuals with services. It has already proven a valuable resource to better understand inflow, outflow, demographics, and other key data about Multnomah County residents who meet the criteria for Population A. In FY 2025 we will integrate our list into coordinated entry processes and begin using the list in critical environments such as case conferencing and outreach work.

**If goal not met, explain why and plans for doing so:**

Portland continues to experience high levels of unsheltered homelessness, which creates unique challenges to dynamic data utilization in the field. Our current procurement for a more sophisticated HMIS system will directly address this issue.

Over the next year we plan to continue to assess gaps in data-supported outreach coordination, as more effectively utilize the by-name list in case conferencing forums such as Coordinated Housing Access Team (CHAT) and cross-sector case conferencing.

## Attachment A: Annual Work Plan Progress (Continued...)

### Category 3: Capacity Building (Continued...)

Objective	Details	Did you achieve it?
<b>Launch a new Coordinated Access (CA) tool for the adult and family systems of care.</b>	The Joint Office is working with two consultants: Focus Strategies and C4 and community organizations to revise the CA process and create a new assessment tool to be more responsive, effective, and culturally appropriate.	<b>We made significant progress in FY 2024 and will achieve this goal in early FY 2025.</b>

**Description of Progress:** Over the last three years, the Joint Office has worked to redesign the CA tool and process. In FY 2024 SHS unanticipated revenue supported the final phase of the redesign — training and testing. This training and testing period led the way for a pilot phase that concluded in July.

The CA tool helps identify unhoused people in our community who are most over-represented in homelessness, and have the highest housing barriers, and connects them with permanent and supportive housing.

Before the redesign, Multnomah County's CA System used the VI-SPDAT (Vulnerability Index Service Prioritization Decision Assistance Tool) to prioritize people for housing services. The improved tool — called the Multnomah Services and Screening Tool (MSST) — is based on feedback from stakeholders, including people with lived experience of homelessness, local service providers, and local data.

The MSST is shorter and easier to understand than the previous tool. The questions on the form are more trauma-informed. They also align with local priorities and they promote equity in access to available housing resources.

Households who fill out this assessment and receive placement on our community's priority housing list will also now fill out a Housing Preferences & Matching Questionnaire — another new tool produced through the redesign that helps identify suitable housing resources.

In addition, housing problem-solving will be formally added to the CA system. This process — with some financial resources — will support households who are facing a housing crisis but whose scores do not rank high enough to be placed in the priority housing pool or who can be successfully diverted from the Coordinated Access system with housing problem-solving support.

The redesign process is being led in partnership with an Oversight Committee, a committee of staff from the adult and family CA partner agencies, and the Housing Connections Collaborative, a lived experience advisory body.

**If goal not met, explain why and plans for doing so:**

Thorough testing took longer than expected. However, the redesign team completed the pilot phase in July, and will finalize the scoring methodology and test the priority housing pool in August. We are on track to launch the new tool and process in October.

In the meantime, the Joint Office will host community sessions to train assessors in the new tool and process, update CA policies and procedures, and communicate the timeline and steps for transitioning from the old tool and process to the new one.

### Category 4: Other Annual Goals based on LIP

Objective	Details	Did you achieve it?
<b>Complete analysis of unmet needs and Joint Office investments in Multnomah's East County.</b>	The East County Analysis is the initial part of research work on geographic equity, and will address the following issues: <ul style="list-style-type: none"> <li>● How are the outcomes of "equitable access" and "services meeting needs" defined and measured?</li> <li>● What are the unmet needs in East County?</li> <li>● What investments is the Joint Office currently providing in East County? What investments can the Joint Office make to better meet those unmet needs?</li> </ul>	<b>We nearly achieved this goal.</b>

**Description of Progress:** The Joint Office is committed to geographic equity, particularly in serving east Multnomah County, an area historically underserved by all government programs, including homeless services.

In FY 2024, the Joint Office performed a Geographic Equity Study, an analysis of the extent to which the Joint Office fulfills that mandate equitably in all areas of the county. In Q4, the Joint Office began the final phases of the study, which will be completed in FY 2025.

To assess whether the Joint Office is providing services equitably across the county, the study includes both a needs assessment for different areas of the County and an analysis of Joint Office investments, services, and participant outcomes for different areas.

Overall, this assessment suggests that unmet housing needs among low-income households are highest in Gresham, East County and North Portland, as measured by the number of people living in cost-burdened and overcrowded households. Gresham and East County also have a higher share of the population who identify as BIPOC and have lower levels of economic resources than the county overall.

Looking at the geographic distribution of Joint Office investments, the analysis identifies projects in the FY 2024 and FY 2025 Joint Office budgets that are either contracted to providers located in East County, targeted towards residents of East County communities, or are sites (e.g. shelters and housing) located in East County. To name a few, in line with the East County analysis, the Joint Office has made key updates to investments in East County for FY 2025 such as increasing designated SHS funding for furniture banking and a \$300,000 increase in homeless services in East County cities. Using the findings, the analysis will summarize the level of investment and bed/unit capacity in shelter and housing in East County, as well as the number of participants served in these programs and performance outcomes such as housing retention rates. The takeaways from this analysis will include programmatic and policy recommendations for improving geographic equity across the county.

**If goal not met, explain why and plans for doing so:**

The project team is reviewing and updating the Joint Office's list of East County investments. Using the findings, the analysis will summarize the level of investment and bed/unit capacity in shelter and housing in East County, as well as the number of participants served in these programs and performance outcomes such as housing retention rates. The takeaways from this analysis will include programmatic and policy recommendations for improving geographic equity across the County. The team is on track to complete this final phase in early FY 2025.

## Attachment A: Annual Work Plan Progress (Continued...)

### Category 4: Other Annual Goals based on LIP (Continued...)

Objective	Details	Did you achieve it?
<b>Wage Study Goal: Conduct follow-up outreach with participating agencies regarding their planned actions and support needs in classification, compensation, and benefits.</b>	<p>Multnomah County has completed the initial study phase of this compensation study. The next steps include:</p> <ul style="list-style-type: none"> <li>● Socializing study findings with relevant partners</li> <li>● Soliciting feedback from participating agencies on how they could address the issues identified in the study</li> <li>● Conducting follow-up outreach with participating agencies to learn how JOHS can support agencies' efforts</li> <li>● Identifying action items that can be carried through in contracting and technical assistance.</li> </ul>	<b>We achieved this goal.</b>

**Description of Progress:** Through SHS funding, the Joint Office has expanded staff capacity to focus on the development of provider engagement, including holding its first Provider Conference in late October 2023. The Joint Office held a session at this conference to follow up with agencies that participated in the wage study regarding their planned actions and needs in employee recruitment, retention, and workforce equity.

In March 2024, the Joint Office (in partnership with the United Way) distributed \$10 million in flexible workforce stabilization grants across 61 providers of homeless services. The goal of these grants is to support employee retention and reduce position vacancy rates, and the funding will support over 3,500 individuals employed in the housing and homelessness services system. Of the 61 recipients, 10 are culturally specific providers addressing the needs of marginalized communities disproportionately affected by homelessness.

We heard from providers both in the wage study and during the provider conference that each organization faces specific and unique challenges in recruitment and retention, and so these grants are intentionally flexible, allowing providers to use the dollars to address their specific workforce stabilization and organizational health needs. Providers have outlined diverse plans for the funding, including increasing employee compensation, creating new positions, and enhancing employee wellness services.

At the end of the calendar year, providers will provide reports on how the funds were used and provide updated employee retention and vacancy rates — helping the Joint Office assess the effectiveness of the funding at stabilizing the workforce.

## Attachment B: SHS-Funded Programs Overview

Abbreviations Meaning: A = Adult System All = All Systems HH = Households Pop = Population SO = Street Outreach

Street Outreach					
Program Name	Program Type	Start Date	Capacity	Pop A/B	Contracted Provider
Outreach Team	SO, A	10/2015	30 HH	A/B	Urban League of Portland (UL PDX)
Intensive Street Engagement Program	SO, A	<b>7/2023</b>	13 HH	A/B	Native American Rehabilitation Association of the Northwest (NARA NW)
Navigation Team Expansion	SO, A	4/2022	50 HH	A/B	Central City Concern (CCC)
Housing Multnomah Now Outreach	SO, A	06/2023	75 HH	A/B	Transition Projects (TPI)
	SO, A	<b>10/2023</b>	47 HH	A/B	Cultivate Initiatives
	SO, A	02/2024	50 HH	A/B	Rockwood Community Development Corporation (Rockwood CDC)
	SO, A	<b>11/2023</b>	30 HH	A/B	Urban League of Portland (UL PDX)
IDDSD Coordinated Access Outreach	SO, A	07/2022	50 HH	A/B	Multnomah County Department of County Human Services (DCHS)
Promoting Access to Hope PATH Team Addiction Treatment Services	SO, A	07/2021	180 HH	A/B	Multnomah County Health Department (HD)
Behavioral Health Resource Center Community Van Outreach	SO, A	07/2022	500 HH	A/B	Do Good Multnomah
Countywide Severe Weather Shelter	SO, All	<b>07/2023</b>	-	A/B	Multnomah County Logistics
Aging, Disability & Veterans Services Mobile Outreach Team	SO, A	07/2022	200 HH	A/B	Multnomah County Department of County Human Services (DCHS)
Housing Outreach Team	SO, A	<b>07/2023</b>	150 HH	A/B	Cascadia Health
<b>Total Capacity to Serve</b>			<b>1,375 HH</b>		

## Attachment B: SHS-Funded Programs Overview (Continued...)

Abbreviations: CA = Coordinated Access CHAT = Coordinated Housing Access Team HH = Households Pop = Population

Coordinated Entry (CE) (A = Adult System DSV = Domestic & Sexual Violence System F = Family System)					
Program Name	Type	Start Date	Capacity	Pop A/B	Contracted Provider
CHAT Expansion	CE, A	07/2022	50 HH	A/B	El Programa Hispano Católico
CA Assessor	CE, A	<b>7/2023</b>	125 HH	A/B	NARA NW
Culturally Specific CHAT Expansion	CE, A	07/2022	200 HH	A/B	Urban League of Portland (UL PDX)
CA Navigation & Referral Program	CE, DSV	07/2022	200 HH	A/B	Volunteers of America
Outreach & Housing Navigator	CE, F	07/2022	60 HH	A/B	El Programa Hispano Católico
Housing Navigator	CE, F	07/2022	60 HH	A/B	Our Just Future
	CE, F	01/2020	60 HH	A/B	NAYA
<b>Total Capacity to Serve</b>			<b>725 HH</b>		

Day Center (A = Adult System DS = Day Services Y = Youth System)					
Program Name	Program Type	Start Date	Capacity	Pop A/B	Contracted Provider
Survival Outreach Day Services	DS, A	<b>12/2023</b>	1,200 HH	A/B	Operation Night Watch
Survival Meal Day Services	DS, A	<b>12/2023</b>	75,000 HH	A/B	Blanchet House
Day Services for Women	DS, A	<b>12/2023</b>	480 HH	A/B	Rose Haven
Day Services	DS, A	<b>12/2023</b>	767 HH	A/B	Ecumenical Ministries of Oregon
Day Services for LGBTQIA2S+	DS, A	<b>12/2023</b>	500 HH	A/B	The Marie Equi Center
Youth Drop-In Day Services	DS, Y	<b>12/2023</b>	300 HH	A/B	New Avenues for Youth
Day Services	A	<b>12/2023</b>	8,900 HH	A/B	Do Good Multnomah
Day Services	A	<b>12/2023</b>	45HH	A/B	Trash for Peace
Day Services	A	<b>12/2023</b>	5,126 HH	A/B	Transition Projects
<b>Total</b>			<b>91,608 Day Services / Year (including repeat visits)</b>		

Abbreviations Meaning: A = Adult System DSV = Domestic & Sexual Violence System  
ES = Emergency Shelter F = Family System Pop = Population

Emergency Shelter					
Program Name	Program Type	Start Date	Capacity	Pop A/B	Contract Provider
Lilac Meadows	ES, F	<b>07/2023</b>	39 Units	A/B	Our Just Future
Laurelwood / Foster Center	ES, A	07/2022	120 Units	A/B	Transition Projects (TPI)
Bradley Angle	ES, DSV	06/2005	41 Units	A/B	Bradley Angle
Raphael House	ES, DSV	06/2005	44 Units	A/B	Raphael House
Behavioral Health Resource Center	ES, A	05/2023	33 Units	A/B	Do Good Multnomah
Stark Street Motel	ES, A	01/2022	43 Units	A/B	Do Good Multnomah
Cultivating Community	ES, A	05/2022	20 Units	A/B	New Narrative
Best Value Inn Shelter	ES, A	07/2021	35 Units	A/B	New Narrative
Golden Knight	ES, A	07/2021	35 Units	A/B	New Narrative
Family Village Lents Shelter	ES, F	12/2017	17 Units	A/B	Path Home
Rockwood Tower Family Shelter	ES, F	11/2021	50 Units	A/B	Rockwood CDC
Rockwood 8 Bridge	ES, A	<b>07/2023</b>	44 Units	A/B	Sunstone Way (formerly All Good NW)
Bybee Lakes Hope Center Shelter	ES, A/F	<b>09/2023</b>	175 Units	A/B	Helping Hands
Family Promise of Metro East	ES, F	<b>12/2023</b>	15 Beds	A/B	Family Promise
15-Room Winter Shelter	ES, F	<b>11/2023</b>	15 Units	A/B	Rockwood CDC
<b>Total Shelter Units</b>			<b>800 Shelter Units, will serve add'l individuals</b>		
205 units, new units in FY 2024 funded by SHS 288 units, existing units funded by SHS 307 units, partially funded by SHS in FY 2024					

## Attachment B: SHS-Funded Programs Overview (Continued...)

Abbreviations Meaning: A = Adult System HH = Households  
 HP = Homelessness Prevention Pop = Population RRH = Rapid Rehousing

Homelessness Prevention, often described as eviction prevention					
Program Name	Type	Start Date	Capacity	Pop A/B	Contracted Provider
Placement out of Covid-19 Shelter	HP, A	02/2023	120 HH	A/B	Our Just Future
Rosemont Relocation	HP, A	03/2022	20 HH	A/B	Northwest Pilot Project
Rosemont Relocation	HP, A	04/2022	25 HH	A/B	Urban League of Portland
Seniors (Adults 55+) Rent Assistance	HP, A	<b>07/2023</b>	150 HH	A/B	Northwest Pilot Project
<b>Total Capacity to Serve</b>			<b>315 HH</b>		

Rapid Rehousing					
Program Name	Type	Start Date	Capacity	Pop A/B	Contracted Provider
Adult Street Outreach Team	RRH, A	07/2022	120 HH	A/B	JOIN
College Housing Placement & Retention	RRH, A	<b>7/2023</b>	26 HH	A/B	College Housing NW
College Housing RRH & Peer Support	RRH, A	04/2023	8 HH	A/B	College Housing NW
Gresham In-Reach Team	RRH, A	<b>07/2023</b>	25 HH	A/B	City of Gresham
Gresham Oregon All In RRH	RRH, A	<b>10/2023</b>	25 HH	A/B	City of Gresham
Housing Multnomah Now	RRH, A	06/2023	75 HH	A/B	Transition Projects
	RRH, A	<b>10/2023</b>	43 HH	A/B	Cultivate Initiatives
	RRH, A	<b>10/2023</b>	50 HH	A/B	Rockwood CDC
	RRH, A	<b>10/2023</b>	20 HH	A/B	Trash for Peace

Abbreviations Meaning: A = Adult System HH = Households Pop = Population RRH = Rapid Rehousing

Rapid Rehousing (Continued...)					
Program Name	Program Type	Start Date	Capacity	Pop A/B	Contract Provider
Housing Placement & Retention	RRH, A	<b>07/2023</b>	25 HH	A/B	JOIN
	RRH, A	01/2023	70 HH	A/B	Northwest Pilot Project
	RRH, A	<b>07/2023</b>	16 HH	A/B	Rahab's Sisters
	RRH, A	<b>07/2023</b>	20 HH	A/B	NARA NW
	RRH, A	05/2023	25 HH	A/B	Black Community of Portland
Intensive Street Engagement	RRH, A	05/2023	9 HH	A/B	NARA NW
In-Reach Teams	RRH, A	<b>07/2023</b>	100 HH	A/B	JOIN
Mobile Intensive Support Team	RRH, A	11/2021	189 HH	A/B	Do Good Multnomah
Mobile Shelter Team	RRH, A	07/2021	575 HH	A/B	Transition Projects
Move In Multnomah	RRH, A	<b>10/2023</b>	2 HH	A/B	NARA NW
	RRH, A	<b>10/2023</b>	37 HH	A/B	JOIN
	RRH, A	<b>10/2023</b>	43 HH	A/B	Cultivate Initiatives
Placement out of Shelter	RRH, A	07/2021	69 HH	A/B	Do Good Multnomah
Placement out of Covid-19 Shelter GWS	RRH, A	07/2021	30 HH	A/B	Our Just Future
Placement out of Shelter	RRH, A	07/2021	40 HH	A/B	Urban League of Portland
Placement out of Adult Shelter	RRH, A	07/2021	30 HH	A/B	Cultivate Initiatives
Seniors (Adults 55+) Rent Assistance	RRH, A	<b>07/2023</b>	150 HH	A/B	Northwest Pilot Project
Housing Multnomah Now & Oregon All In	RRH, A	<b>02/2024</b>	77 HH	A/B	Sunstone Way (formerly All Good Northwest)
Housing Placement & Retention	RRH, A	<b>07/2023</b>	29 HH	A/B	Catholic Charities

## Attachment B: SHS-Funded Programs Overview (Continued...)

Abbreviations Meaning: CAP = Corrective Action Plan CoC = Continuum of Care DSV = Domestic & Sexual Violence System  
 F = Family System HH = Households HUD = Department of Housing & Urban Development MHT = Mobile Housing Team  
 OTO = One-Time-Only Funding Pop = Population RRH = Rapid Rehousing UR = Unanticipated Revenue

Rapid Rehousing (Continued...)					
Program Name	Program Type	Start Date	Capacity	Pop A/B	Contract Provider
Long-Term RRH Program	RRH, DSV	07/2023	12 HH	A/B	Ecumenical Ministries of Oregon
	RRH, DSV	07/2023	12 HH	A/B	Immigrant & Refugee Community Organization (IRCO)
DSV In-Reach Services	RRH, DSV	07/2023	20 HH	A/B	YWCA of Greater Portland
CAP OTO Shelter Diversion Rent	RRH, DSV	10/2023	10 HH	A/B	YWCA of Greater Portland
Move In Multnomah OTO	RRH, DSV	11/2022	3 HH	A/B	YWCA of Greater Portland
Match HUD CoC RRH	RRH, DSV	07/2021	4 HH	A/B	IRCO
	RRH, DSV	10/2022	4 HH	A/B	YWCA of Greater Portland
Move In Multnomah OTO	RRH, F	11/2021	189 HH	A/B	IRCO
Housing Placement & Retention	RRH, F	05/2023	9 HH	A/B	Black Community of Portland
MHT Placement	RRH, F	11/2022	25 HH	A/B	Family Essentials
Housing Transition Program	RRH, F	07/2023	40 HH	A/B	Catholic Charities
OTO Shelter Flow Thru Lilac Meadows	RRH, F	10/2023	12 HH	A/B	Our Just Future
OTO Family Village Shelter Flow Thru	RRH, F	10/2023	34 HH	A/B	Path Home
Shelter-Placement out of Shelter	RRH, F	03/2022	35 HH	A/B	Rockwood CDC
OTO Metro SHS UR Block Shelter	RRH, F	10/2023	15 HH	A/B	Rockwood CDC
Housing Navigator	RRH, F	07/2022	129 HH	A/B	Self Enhancement, Inc.

Abbreviations Meaning: A = Adult System CAP = Corrective Action Plan DSV = Domestic & Sexual Violence System  
 EHV = Emergency Housing Voucher F = Family System HH = Households OTO = One-Time-Only Funding  
 PH = Permanent Housing Pop = Population RRH = Rapid Rehousing Y = Youth System

Rapid Rehousing (Continued...)					
Program Name	Program Type	Start Date	Capacity	Pop A/B	Contracted Provider
CAP Housing Placement	RRH, Y	10/2023	6 HH	A/B	New Avenues for Youth
Move In Multnomah	RRH, Y	07/2022	1 HH	A/B	New Avenues for Youth
CAP OTO Housing Placement	RRH, Y	10/2023	5 HH	A/B	New Avenues for Youth
New Day Butterfly House	RRH, Y	07/2023	5 HH	A/B	New Avenues for Youth
<b>Total Capacity to Serve</b>			<b>2,313 HH</b>		

Permanent Housing, not PSH, no disability required, providers fewer wrap-around services					
Program Name	Program Type	Start Date	Capacity	Pop A/B	Contract Provider
EHV w/lease-up services PH	PH, A	01/2022	30 HH	A/B	Cascadia Health
	PH, A	01/2022	30 HH	A/B	Do Good Multnomah
	PH, A	01/2022	30 HH	A/B	Native American Rehabilitation Association of the Northwest (NARA NW)
	PH, A	01/2022	30 HH	A/B	Urban League of Portland
EHV Retention	PH, DSV	07/2021	30 HH	A/B	Raphael House
	PH, DSV	07/2021	30 HH	A/B	Volunteers of America
	PH, F	12/2021	30 HH	A/B	Immigrant & Refugee Community Organization (IRCO)
	PH, DSV	10/2023	30 HH	A/B	YWCA of Greater Portland
	PH, F	12/2022	60 HH		IRCO
	PH, F	12/2021	30 HH	A/B	JOIN



## Attachment B: SHS-Funded Programs Overview (Continued...)

Abbreviations Meaning: A = Adult System DSV = Domestic & Sexual Violence System EHV = Emergency Housing Voucher  
 F = Family System HH = Households PH = Permanent Housing Pop = Population  
 ROTH = Recovery Oriented Transitional Housing RRH = Rapid Rehousing Y = Youth System

Permanent Housing, not PSH, no disability required, providers fewer wrap-around services (Continued...)					
Program Name	Program Type	Start Date	Capacity	Pop A/B	Contracted Provider
EHV Retention	PH, F	12/2021	30 HH	A/B	Path Home
	PH, F	12/2021	30 HH	A/B	Self Enhancement, Inc.
	PH, Y	10/2021	30 HH	A/B	New Avenues for Youth
	PH, Y	10/2021	30 HH	A/B	Outside In
DSV Mainstream Voucher	PH, DSV	12/2022	30 HH	A/B	YWCA of Greater Portland
Homeless Preference Units	PH, F	03/2023	32 HH	A/B	Family Essentials
Fostering Youth to Independence	PH, Y	02/2022	40 HH	A/B	New Avenues for Youth
Mainstream Voucher	PH, Y	10/2021	30 HH	A/B	New Avenues for Youth
	PH, Y	10/2021	30 HH	A/B	Outside In
The Ellington Homeless Preference Units	PH, A	07/2021	32 HH	A/B	Family Essentials
The Vibrant Homeless Preference Units	PH, F	07/2021	20 HH	A/B	Innovative Housing Inc.
Karibu Stabilization Treatment Program	ROTH, A	07/2022	14 HH	A/B	Imani Center, CCC
River Haven	ROTH, A	07/2022	35 HH	A/B	Central City Concern (CCC)
River Haven	TH, A	07/2022	30 HH	A/B	Central City Concern (CCC)
<b>Total Capacity to Serve</b>			<b>713 HH</b>		

Abbreviations Meaning: A = Adult System DSV = Domestic & Sexual Violence System  
 F = Family System HH = Households MSI = Multnomah Stability Initiative PH = Permanent Housing  
 Pop = Population PSH = Permanent Supportive Housing RLRA = Regional Long-Term Rent Assistance

Regional Long-Term Rent Assistance, Permanent Supportive Housing & Permanent Housing					
Program Name	Program Type	Start Date	Capacity	Pop A/B	Contract Provider
Youth and Family Services MSI RLRA	PH, F	05/2023	150 HH	A/B	Multnomah County Department County Human Services (DCHS)
DV System Tenant-based RLRA	PSH, DSV	<b>07/2023</b>	12 HH	A/B	Bradley Angle
Housing Opportunities to Better Medical Outcomes (HOBMO) Tenant-Based RLRA	PSH, A	<b>07/2023</b>	30 HH	A	Cascade Aids Project (CAP NW)
TNBH Tenant-Based RLRA	PSH, A	<b>07/2023</b>	30 HH	A	CAP NW
Las Adelitas Project-Based RLRA	PSH, F	07/2021	10 HH	A	Cascadia/Familias
Cathedral Village Project-Based RLRA	PSH, A	11/2022	8 HH	A	Catholic Charities
Move On Tenant-Based RLRA	PH, A	<b>07/2023</b>	15 HH	A/B	Central City Concern (CCC)
Crescent Court Tenant-Based RLRA	PSH, A	04/2022	7 HH	A	CCC
The Henry Tenant-Based RLRA	PSH, A	09/2021	15 HH	A	CCC
Cedar Commons Tenant-Based RLRA	PSH, A	07/2021	30 HH	A	CCC
DCHS Tenant-based RLRA	PSH, A	07/2022	30 HH	A	DCHS
Multnomah County Department of Community Justice Tenant-Based RLRA	PH, A	07/2022	45 HH	A/B	DCJ
Argyle Gardens Project-Based RLRA	PSH, A	05/2023	12 HH	A	DCJ & Transitions Project
Findley Commons Project-Based RLRA	PSH, A	12/2021	15 HH	A	Do Good Multnomah & Veterans Administration
Family System Tenant-Based RLRA	PSH, F	<b>07/2023</b>	10 HH	A	El Programa Hispano Catolico

## Attachment B: SHS-Funded Programs Overview (Continued...)

Abbreviations Meaning: A = Adult System ACT = Assertive Community Treatment F = Family System HH = Households  
 ICM = Intensive Case Management PH = Permanent Housing Pop = Population PSH = Permanent Supportive Housing  
 RLRA = Regional Long-Term Rent Assistance

Regional Long-Term Rent Assistance, Permanent Supportive Housing & Permanent Housing (continued...)					
Program Name	Program Type	Start Date	Capacity	Pop A/B	Contract Provider
Frequent Users System Engagement Tenant-Based RLRA	PSH, A	07/2023	40 HH	A	Greater New Hope Family Services
ACT- ICM Tenant-Based RLRA	PSH, A	07/2021	150 HH	A	Multnomah County Health Department
IRCO Tenant-Based RLRA	PSH, F	07/2022	30 HH	A	IRCO
JOIN Tenant-Based RLRA	PSH, F	07/2023	15 HH	A	JOIN
Original Long-Term Rent Assistance Created before 07/2021	PH/PSH, A	07/2021	15 HH	A	JOIN Mobile PSH
The Magnolia II Project-Based Created before 07/2021	PSH, A	07/2023	3 HH	A	Join Mobile PSH
Youth System Tenant-Based RLRA	PSH, Y	07/2022	30 HH	A	New Avenues for Youth
Elder PSH Tenant-Based RLRA	PSH, A	01/2022	45 HH	A	Native American Rehabilitation Association of the NW (NARA NW)
Hayu Tilixam Project-Based RLRA	PSH, F	11/2022	1 HH	A	NARA NW
Hazel Heights Project-Based RLRA	PSH, A	07/2023	5 HH	A	NARA NW
Nesika Illahee Project-Based RLRA	PSH, F	03/2023	25 HH	A	NARA NW
Family System Tenant-Based RLRA	PSH, F	07/2023	10 HH	A	Native American Youth and Family Center
Behavioral Health Tenant-Based RLRA	PSH, A	07/2021	100 HH	A	New Narrative

Abbreviations Meaning: A = Adult System DSV = Domestic & Sexual Violence System EHV = Emergency Housing Voucher  
 F = Family System HH = Households MSI = Multnomah Stability Initiative PH = Permanent Housing Pop = Population  
 PSH = Permanent Supportive Housing RLRA = Regional Long-Term Rent Assistance

Regional Long-Term Rent Assistance, Permanent Supportive Housing & Permanent Housing (continued...)					
Program Name	Program Type	Start Date	Capacity	Pop A/B	Contract Provider
Douglas Fir Project-Based RLRA	PSH, A	04/2023	15 HH	A	New Narratives & Native American Rehabilitation Assn. of the NW
Senior Long-Term Rent Assistance Tenant-Based RLRA	PH, A	07/2021	40 HH	A/B	Northwest Pilot Project
Elder PSH Tenant-Based RLRA	PSH, A	05/2021	55 HH	A	Northwest Pilot Project
Family System Tenant-Based RLRA	PSH, F	07/2023	30 HH	A	Self Enhancement Inc.
Family System Tenant-Based RLRA	PSH, F	07/2023	10 HH	A	Self Enhancement Inc.
Adult System Tenant-Based RLRA	PSH, A	07/2022	68 HH	A	Transition Projects
Umoja Timu Project-Based RLRA	PSH, A	01/2022	30 HH	A	Urban League of Portland
Renaissance Commons Project-Based RLRA	PSH, A	07/2021	30 HH	A	Urban League of Portland
DV System Tenant-Based RLRA	PSH, DSV	07/2023	12 HH	A/B	Volunteers of America
<b>Total RLRA Vouchers</b>			<b>1,243 HH</b>		
			<b>PH (Population A/B) RLRA: 315</b> <b>PSH (Population A) RLRA created before 7/2021: 18</b> <b>PSH (Population A) RLRA created after 2/2021: 910</b>		

**Abbreviations Meaning:** A = Adult System F = Family System HH = Households ICM = Intensive Case Management  
 PH = Permanent Housing Pop = Population PSH = Permanent Supportive Housing RLRA = Regional Long-Term Rent Assistance  
 ROTH = Recovery-Oriented Transitional Housing

Permanent Supportive Housing, not including RLRA PSH					
Program Name	Program Type	Start Date	Capacity	Pop A/B	Contract Provider
Anna Mann Project-Based	PSH, F	04/2023	12 HH	A	Innovative Housing Inc.
The Aurora Project-Based	PSH, F	07/2023	16 HH	A	Our Just Future
Bridges to Housing across multiple OJF buildings Created before 07/2021	PSH, A	07/2021	25 HH	A	Our Just Future
Breitung Building Project-Based	PSH, A	07/2021	28 HH	A	Do Good Multnomah
Cedar Commons	PSH, A	07/2021	10 HH	A	Central City Concern
The Ellington Project-Based	PSH, A	09/2023	20 HH	A	IRCO
Emmons Place Project-Based	PSH, A	10/2022	48 HH	A	Northwest Pilot Project
Findley Commons Project-Based	PSH, A	12/2021	20 HH	A	Do Good Multnomah
Joyce Project-Based	PSH, A	07/2023	66 HH	A	CPAH, NARA NW CAP NW, Cascadia Health
Veterans Affairs Supportive Housing Collaborative VASH Tenant-Based	PSH, A	11/2023	30 HH	A	NARA NW
Starlight Project-Based	PSH, A	10/2022	70 HH	A	Central City Concern & NARA NW
Powellhurst Place	PSH, A	07/2023	12 HH	A	NARA NW & NW Housing Alternatives
Hazel Ying Lee	PSH, A	07/2022	30 HH	A	IRCO & Cornerstone Community Housing
Hayu Tilixam	PSH, A	07/2022	9 HH	A	NARA NW
The Fairfield	PSH, A	07/2023	75 HH	A	Urban League of Portland
Las Adelitas	PSH, A	07/2021	8 HH	A	Cascadia Health
<b>Total Capacity to Serve</b>			<b>538 HH</b>		

Support Services Only (SSO)					
Program Name	Program Type	Start Date	Capacity	Pop A/B	Contract Provider
Hygiene Station	SSO, A	07/2021	--	A/B	Cultivate Initiatives
Community Law Division	SSO, All	07/2021	500 HH	A/B	Metropolitan Public Defenders
Barrier Mitigation Legal Services	SSO, All	07/2021	840 HH	A/B	Oregon Law Center
Expanding Pathways to Employment	SSO, All	07/2021	25 HH	A/B	Cultivate Initiatives
Clean Start Program Expansion	SSO, A	07/2023	25 HH	A/B	Central City Concern
Community Volunteer Corp	SSO, A	07/2021	400 HH	A/B	Central City Concern
Employment Program	SSO, A	07/2023	80 HH	A/B	Stone Soup PDX
Film Workforce Development	SSO, A	07/2022	32 HH	A/B	Outside the Frame
DSV In-Reach - Information & Referral	SSO, DSV	07/2023	60 HH	A/B	YWCA
<b>Total</b>			<b>1,962 HH</b>	The Hygiene Station can serve up to 6,000 people per year including repeat visits by the same person.	

Addiction Tx One-Time Only					
Program Name	Program Type	Start Date	Capacity	Pop A/B	Contract Provider
Sober Living (scheduled to open 10/2024)	ROTH, A	04/2024	10 HH	A/B	Juntos NW
Sober Living (scheduled to open 11/2024)	ROTH, A	04/2024	10 HH	A/B	Miracles Club
Sober Living	ROTH, A	04/2024	10 HH	A/B	Project Quest
Sober Living	ROTH, A	04/2024	10 HH	A/B	Project Patchwork
Sover Living	ROTH, A	04/2024	10 HH	A/B	West Coast Sober Housing
Sober Living (scheduled to open 05/2025)	ROTH, A	04/2024	14 HH	A/B	Volunteers of America
Sober Living	ROTH, A	04/2024	15 HH	A/B	Lasko Refuge
Residential Treatment & Housing	ROTH, A	04/2024	15 HH	A/B	Bridges to Change
<b>Total new sober living / residential treatment beds</b>			<b>89 HH</b>		

## Attachment C: SHS Service Provider Contracts (July 1, 2023 to June 30, 2024)

Abbreviation Meanings: PSH: Permanent Supportive Housing RRH: Rapid Rehousing

Provider Name	Programs / Services in Contract	Culturally Specific Provider?	Population Served	FY 2023-24 Contract Amount	Total Invoiced in FY 2023-24	Total Paid in FY 2023-24
<b>211 Info</b>	Prevention	N	N/A	\$34,598.00	\$34,598.00	\$34,598.00
<b>AllOne Community Services</b>	Shelter, RRH	N	N/A	\$72,321.48	\$72,321.48	\$72,321.48
<b>Beacon Village</b>	Shelter, RRH	N	N/A	\$113,595.00	\$79,096.65	\$79,096.65
<b>Black Community of Portland</b>	Prevention, RRH, PSH, Rent Assistance	Y	Black / African American	\$450,550.00	\$217,253.32	\$217,253.32
<b>Blanchet House of Hospitality</b>	Day Services	N	N/A	\$349,973.00	\$349,973.00	\$349,973.00
<b>Bradley Angle</b> (Culturally specific programming)	Shelter, RRH, PSH	N	N/A	\$238,596.00	\$166,205.84	\$166,205.84
<b>Bridges to Change</b>	Recovery Housing	N	N/A	\$850,000.00	\$850,000.00	\$850,000.00
<b>Call to Safety</b>	Coordinated Entry	N	N/A	\$66,000.00	\$66,000.00	\$66,000.00
<b>Cascade AIDS Project (CAP NW)</b>	PSH, RRH	N	Latine, LGBTQIA2S+	\$1,072,585.00	\$852,120.85	\$852,120.85
<b>Cascadia Clusters</b>	Shelter, Employment	N	N/A	\$408,993.00	\$408,991.00	\$408,991.00
<b>Cascadia Health</b>	PSH	N	Black, African American, LGBTQIA2S+	\$2,205,978.00	\$2,107,753.97	\$2,107,753.97
<b>Catholic Charities</b>	PSH, outreach, shelter, RRH	N	Immigrants, Refugees	\$830,459.50	\$830,459.50	\$830,459.50

Abbreviations: PSH: Permanent Supportive Housing RRH: Rapid Rehousing, TH: Transitional Housing

Provider Name	Programs / Services in Contract	Culturally Specific Provider?	Population Served	FY 2023-24 Contract Amount	Total Invoiced in FY 2023-24	Total Paid in FY 2023-24
<b>Central City Concern</b> (Culturally specific programming)	PSH, supportive services, TH	N	Black / African American	\$11,536,339.43	\$9,821,669.67	\$9,821,669.67
<b>City of Gresham</b>	RRH, outreach	N	N/A	\$525,000.00	\$378,881.72	\$378,881.72
<b>City of Portland</b>	Shelter, outreach	N	N/A	\$22,124,756.00	\$7,507,256.82	\$7,507,256.82
<b>College Housing Northwest</b>	RRH	N	N/A	\$665,554.00	\$665,554.00	\$665,554.00
<b>Community Development Corporation</b>	PSH, RRH, shelter, outreach	N	N/A	\$4,598,319.00	\$4,598,319.00	\$4,598,319.00
<b>Community Partners for Affordable Housing</b>	PSH	N	N/A	\$94,200.00	\$94,200.00	\$94,200.00
<b>Cultivate Initiatives</b>	Shelter, outreach employment, RRH	N	N/A	\$2,718,741.00	\$1,935,554.71	\$1,935,554.71
<b>Do Good Multnomah</b>	PSH, RRH, shelter, supportive services	N	N/A	\$6,815,397.00	\$5,711,624.58	\$5,711,624.58
<b>Ecumenical Ministries of Oregon</b> (Culturally specific programming)	Day services, shelter, RRH	N	Slavic, Immigrants, Refugees	\$362,061.00	\$126,652.19	\$126,652.19
<b>El Programa Hispano Católico</b>	Supportive services, short-term housing assistance, PSH	Y	Latine	\$837,127.00	\$492,955.01	\$492,955.01
<b>Family Essentials</b>	Shelter, RRH	N	N/A	\$92,170.00	\$92,170.00	\$92,170.00
<b>Family Promise of Metro East</b>	Shelter	N	N/A	\$68,000.00	\$67,783.00	\$67,783.00

## Attachment C: SHS Service Provider Contracts (Continued...)

Abbreviation Meanings: PSH: Permanent Supportive Housing RRH: Rapid Rehousing

Provider Name	Programs / Services in Contract	Culturally Specific Provider?	Population Served	FY 2023-24 Contract Amount	Total Invoiced in FY 2023-24	Total Paid in FY 2023-24
<b>Greater New Hope Family Services</b>	Shelter, PSH	Y	Black, Indigenous, and people of color	\$851,412.00	\$412,697.00	\$412,697.00
<b>Helping Hands Reentry Outreach Centers</b>	Shelter	N	N/A	\$1,250,000.00	\$1,250,000.00	\$1,250,000.00
<b>Home Forward</b> (Culturally specific programming)	Rent assistance, administration, PSH, permanent housing	N	N/A	\$19,995,747.00	\$18,942,026.12	\$18,942,026.12
<b>Innovative Housing, Inc.</b>	Supportive services	N	N/A	\$458,520.00	\$458,478.16	\$458,478.16
<b>Immigrant and Refugee Community Organization (IRCO)</b>	Permanent housing, PSH, RRH, outreach	Y	Immigrants and Refugees	\$2,662,842.00	\$2,447,977.62	\$2,447,977.62
<b>Janus Youth Programs</b>	Shelter	N	N/A	\$77,213.00	\$407,688.11	\$407,688.11
<b>JOIN</b> (Culturally specific programming)	Permanent housing, RRH, PSH, outreach	N	N/A	\$8,275,598.00	\$6,712,003.66	\$6,712,003.66
<b>Juntos NW</b>	Recovery housing	Y	Latine, Indigenous	\$800,000.00	\$800,000.00	\$800,000.00
<b>Lasko Refuge</b>	Permanent housing, prevention, RRH	N	N/A	\$275,000.00	\$275,000.00	\$275,000.00

Abbreviations: CE: Coordinated Entry PH: Permanent Housing PSH: Permanent Supportive Housing RRH: Rapid Rehousing

Provider Name	Programs / Services in Contract	Culturally Specific Provider?	Population Served	FY 2023-24 Contract Amount	Total Invoiced in FY 2023-24	Total Paid in FY 2023-24
<b>Latino Network</b>	Prevention, PH	Y	Latine	\$95,860.00	\$95,859.50	\$95,859.50
<b>Marie Equi Center</b>	Day services	Y	LGBTQIA2S+	\$752,286.00	\$751,944.96	\$751,944.96
<b>Mental Health &amp; Addiction Association of Oregon (MHA AO)</b>	Street outreach, supportive services	N	N/A	\$32,734.00	\$5,894.00	\$5,894.00
<b>Metropolitan Public Defender</b>	Supportive services	N	N/A	\$933,025.00	\$932,665.95	\$932,665.95
<b>Miracles Club</b>	Recovery housing	Y	Black / African American	\$789,850.00	\$789,850.00	\$789,850.00
<b>Native American Rehabilitation Association of the NW</b>	CE, PH, PSH, Prevention, Supportive Services, RRH, Transitional Housing	Y	Native American, Alaska Native	\$3,479,164.00	\$2,119,406.67	\$2,119,406.67
<b>Native American Youth and Family Center</b>	Prevention, RRH, PSH	Y	Native American	\$372,957.00	\$286,097.28	\$286,097.28
<b>Neighborhood House</b>	RRH	N	N/A	\$116,951.00	\$116,951.00	\$116,951.00
<b>New Avenues for Youth (NAFY)</b>	PH, PSH, RRH day services	N	N/A	\$2,109,567.00	\$2,404,417.14	\$2,404,417.14
<b>New Narrative</b>	PSH, shelter	N	N/A	\$5,577,580.77	\$5,087,166.10	\$5,087,166.10
<b>Northwest Pilot Project</b>	PSH, RRH, prevention	N	N/A	\$2,732,171.00	\$2,729,356.02	\$2,729,356.02
<b>Operation Nightwatch Portland</b>	Day services	N	N/A	\$199,450.00	\$199,450.00	\$199,450.00
<b>Oregon Law Center</b>	Supportive services	N	N/A	\$319,600.00	\$317,742.79	\$317,742.79

## Attachment C: SHS Service Provider Contracts (Continued...)

Abbreviation Meanings: PSH: Permanent Supportive Housing RRH: Rapid Rehousing

Provider Name	Programs / Services in Contract	Culturally Specific Provider?	Population Served	FY 2023-24 Contract Amount	Total Invoiced in FY 2023-24	Total Paid in FY 2023-24
<b>Our Just Future</b>	PSH, RRH, supportive services	N	N/A	\$2,844,236.00	\$2,944,858.88	\$2,944,858.88
<b>Outside In</b>	PSH, short-term housing assistance, day services	N	N/A	\$617,271.00	\$904,242.52	\$904,242.52
<b>Outside the Frame</b>	Supportive services	N	N/A	\$529,765.00	\$529,765.00	\$529,765.00
<b>Path Home</b>	Shelter, RRH	N	N/A	\$1,645,458.00	\$1,633,174.69	\$1,633,174.69
<b>Portland Street Medicine</b>	Outreach	N	N/A	\$14,148.17	\$7,262.00	\$7,262.00
<b>Project Patchwork</b>	Recovery housing	N	N/A	\$690,000.00	\$690,000.00	\$690,000.00
<b>Project Quest</b> (Culturally specific programming)	Recovery housing	Y	LGBTQIA2S+	\$720,000.00	\$720,000.00	\$720,000.00
<b>Rahab's Sisters</b> (Culturally specific programming)	RRH	N	N/A	\$223,411.00	\$223,411.00	\$223,411.00
<b>Raphael House of Portland</b> (Culturally specific programming)	Permanent housing, RRH, shelter	N	N/A	\$774,165.00	\$763,558.02	\$763,558.02
<b>Rose Haven</b>	Day services	N	N/A	\$350,000.00	\$350,000.00	\$350,000.00
<b>The Salvation Army</b>	PSH, outreach, shelter	N	N/A	\$222,640.00	\$222,639.96	\$222,639.96
<b>Self Enhancement Inc.</b>	Permanent housing, prevention, RRH, PSH, supportive services	Y	Black / African American	\$1,122,459.86	\$801,247.63	\$801,247.63

Abbreviation Meanings: PSH: Permanent Supportive Housing RRH: Rapid Rehousing

Provider Name	Programs / Services in Contract	Culturally Specific Provider?	Population Served	FY 2023-24 Contract Amount	Total Invoiced in FY 2023-24	Total Paid in FY 2023-24
<b>Somali Empowerment Circle</b>	Landlord engagement, supportive services	Y	Somali women and families	\$502,896.00	\$502,896.00	\$502,896.00
<b>Stone Soup PDX</b>	Supportive services	N	N/A	\$168,333.00	\$168,333.00	\$168,333.00
<b>Sunstone Way (formerly All Good NW)</b> (Culturally specific programming)	Shelter, RRH, outreach	N	N/A	\$3,605,188.00	\$2,462,914.97	\$2,462,914.97
<b>Telecare Mental Health Services of Oregon</b>	PSH	N	N/A	\$18,000.00	\$15,175.78	\$15,175.78
<b>Transition Projects</b>	PSH, prevention, RRH, shelter, outreach, supportive services	N	N/A	\$5,650,960.00	\$5,149,559.81	\$5,149,559.81
<b>Trash for Peace</b>	Supportive services, day services	N	N/A	\$725,080.00	\$400,490.19	\$400,490.19
<b>Urban League of Portland</b>	PSH, RRH, prevention, supportive services, outreach, shelter	Y	Black / African American	\$4,255,340.01	\$2,014,167.35	\$2,014,167.35
<b>Volunteers of America Oregon</b>	Coordinated entry, permanent housing, PSH	N	N/A	\$613,555.00	\$477,102.36	\$477,102.36
<b>WeShine Initiative</b>	Shelter	N	N/A	\$1,088,570.00	\$833,540.66	\$833,540.66
<b>West Coast Sober Housing</b>	Recovery housing	N	N/A	\$732,500.00	\$732,500.00	\$732,500.00
<b>Worksystems</b>	Employment services	N	N/A	\$480,000.00	\$480,000.00	\$480,000.00
<b>YWCA of Greater PDX</b>	TH, RRH	N	N/A	\$1,484,114.00	\$1,231,987.17	\$1,231,987.17

## Attachment D: Additional Housing & Services Data

### Metric

Housing retention.

### Data Points

12-month housing retention rate in RRH: overall (households) and disaggregated by race / ethnicity (individuals)

Race & Ethncitiy	Retention Rate
Black, Indigenous, Person of Color (BIPOC)	87%
Non-Hispanic White	83%
Asian or Asian American	71%
Black, African American or African	85%
Hispanic or Latin(a)(o)(x)	88%
Middle Eastern or North African	N/A
American Indian, Alaska Native or Indigenous	89%
Native Hawaiian or Pacific Islander	85%
White	83%
Client doesn't know, client prefers not to answer, data not collected, field left blank (combined)	67%
<b>Overall</b>	<b>85%</b>

### Metric

Number of households experiencing housing instability or homelessness compared to households placed into stable housing each year and outflow.

### Data Points

Inflow and outflow data: overall (households) and disaggregated by race-ethnicity (individuals)

Race & Ethncitiy	Inflow Disaggregated Rate	Outflow Disaggregated Rate
Black, Indigenous, Person of Color (BIPOC)	41%	42%
Non-Hispanic White	56%	55%
Asian or Asian American	1%	1%
Black, African American or African	16%	15%
Hispanic or Latin(a)(o)(x)	5%	4%
Middle Eastern or North African	0.2%	0.1%
American Indian, Alaska Native or Indigenous	6%	5%
Native Hawaiian or Pacific Islander	2%	2%
Unknown	3%	3%
<b>Average Inflow: 553</b>		<b>Average Outflow: 419</b>

Length of and returns to homelessness	Average time spent in SHS programs until being housed	93 days
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## Attachment E: Populations Served

### Metric

Race and ethnicity of people served in SHS-funded programs.

Race & Ethnicity	PSH Placements	RRH Placements	Housing Only Placements (Other Permanent Housing)	Preventions
Asian or Asian American	17	50	4	8
Black, African American or African	196	507	76	114
Hispanic or Latin(a)(o)(x)	99	303	44	37
American Indian, Alaska Native or Indigenous	118	119	25	24
Native Hawaiian or Pacific Islander	21	116	8	4
Middle Eastern or North African	1	3	0	2
White	255	650	127	241
Non-Hispanic White (subset of White category)	178	498	95	209
Client Doesn't Know	0	0	0	0
Client Refused	0	0	0	0
Data Not Collected	16	51	6	14
<b>Total</b>	<b>574 People 442 Households</b>	<b>1,510 People 910 Households</b>	<b>N/A</b>	<b>398 People 334 Households</b>

**Note:** Racial identity responses can be selected alone or in combination, so the raw numbers added up can be greater than the total people served.

### Metric

Disability status of people served in SHS-funded programs.

Disability Status	PSH Placements	RRH Placements	Housing Only Placements (Other Permanent Housing)	Preventions
Persons with Disabilities	426	641	187	278
Persons without Disabilities	124	745	45	94
Disability Unreported	24	124	6	26

### Metric

Gender identity of people served in SHS-funded programs.

Gender Identity	PSH Placements	RRH Placements	Housing Only Placements (Other Permanent Housing)	Preventions
Male	289	705	143	154
Female	243	758	87	228
A gender that is not singularly 'Male' or 'Female'	23	25	3	8
Transgender	13	6	2	5
Questioning	2	1	0	0
Client Doesn't Know	0	0	0	0
Client Refused	1	3	1	2
Data Not Collected	11	17	3	2

**Note:** Gender identity responses can be selected alone or in combination, so the raw numbers added up can be greater than the total people served.



## Attachment E: Populations Served (Continued...)

### Metric

Population A and B status of households served in SHS-funded programs.

Population Status	PSH Placements	RRH Placements	Housing Only Placements (Other Permanent Housing)	Preventions
Population A	358	509	133	42
Population B	84	401	64	292

## Attachment F: Additional Workforce Equity Analysis Data

Wage and Salary Overview, FY 2024					
	# of Agencies Reporting Wage / Salary	# of Employees Reported	Min Pay	Avg. Pay	Max Pay
<b>Position Type</b>					
Case Managers	40	546	\$43,680	\$54,822	\$73,750
Housing Navigators	30	237	\$47,258	\$54,704	\$75,000
Outreach Workers	25	156	\$43,800	\$53,460	\$72,800
Facilities Staff	29	208	\$39,312	\$57,464	\$87,550
Other Direct Services / Client-Facing Roles	45	2758	\$16,640	\$54,978	\$85,900
Administration	39	772	\$41,600	\$65,878	\$110,000
Management	45	929	\$53,000	\$77,358	\$125,800
Executive Leadership	43	196	\$66,560	\$120,282	\$196,000
<b>Organization Size</b>					
Fewer than 25 Staff	15	190	\$16,640	\$54,317	\$170,000
25-75 Staff	12	520	\$39,312	\$57,305	\$175,666
75-210 Staff	13	1388	\$43,680	\$53,565	\$144,200
Over 210 Staff	9	3704	\$45,677	\$53,888	\$196,000
<b>Culturally-Specific Provider</b>					
Culturally-Specific	15	1955	\$43,680	\$55,084	\$196,000
Not Culturally-Specific	34	3847	\$16,640	\$54,705	\$175,666

Average Rates of Pay by Position Category and Organization Size						
Position Type	All Organizations		Large Organizations (>100 staff reporting)		Small Organizations (<100 staff reporting)	
	Number of Employees	Average Pay	Number of Employees	Average Pay	Number of Employees	Average Pay
Case Managers	546	\$54,822	417	\$53,824	129	\$55,515
Housing Navigators	237	\$54,704	194	\$54,464	43	\$55,045
Outreach Workers	156	\$53,460	122	\$52,727	34	\$54,414
Facilities Staff	208	\$57,464	136	\$57,736	72	\$57,129
Other Direct Services / Client-Facing Roles	2,758	\$54,978	2,461	\$54,374	297	\$55,359
Administration	772	\$65,878	692	\$68,905	80	\$63,640
Management	929	\$77,358	821	\$75,260	108	\$78,673
Executive Leadership	196	\$120,282	129	\$133,541	67	\$113,406

The table above reports average pay rates for selected position categories, and the number of employees in each position category, overall and for small and large organizations. Large organizations are those employing more than 100 people, and small organizations employ fewer than 100 people. Our smaller providers reported slightly higher rates of pay for direct service employees and for management positions, and lower rates of pay for administrative and executive leadership positions. Generally speaking, these differences were small — amounting to less than 5% of total pay — except for executive positions.

The higher compensation levels among small organizations for direct service and client facing roles may reflect the fact that a higher percentage of these staff are funded by SHS funds than among larger organizations. Among small organizations, 48% of the positions reported were funded all or in part by SHS funds, compared to only 18% of the positions reported among large organizations. The discrepancy in executive compensation between small and large providers likely reflects the work experience required to lead larger organizations.

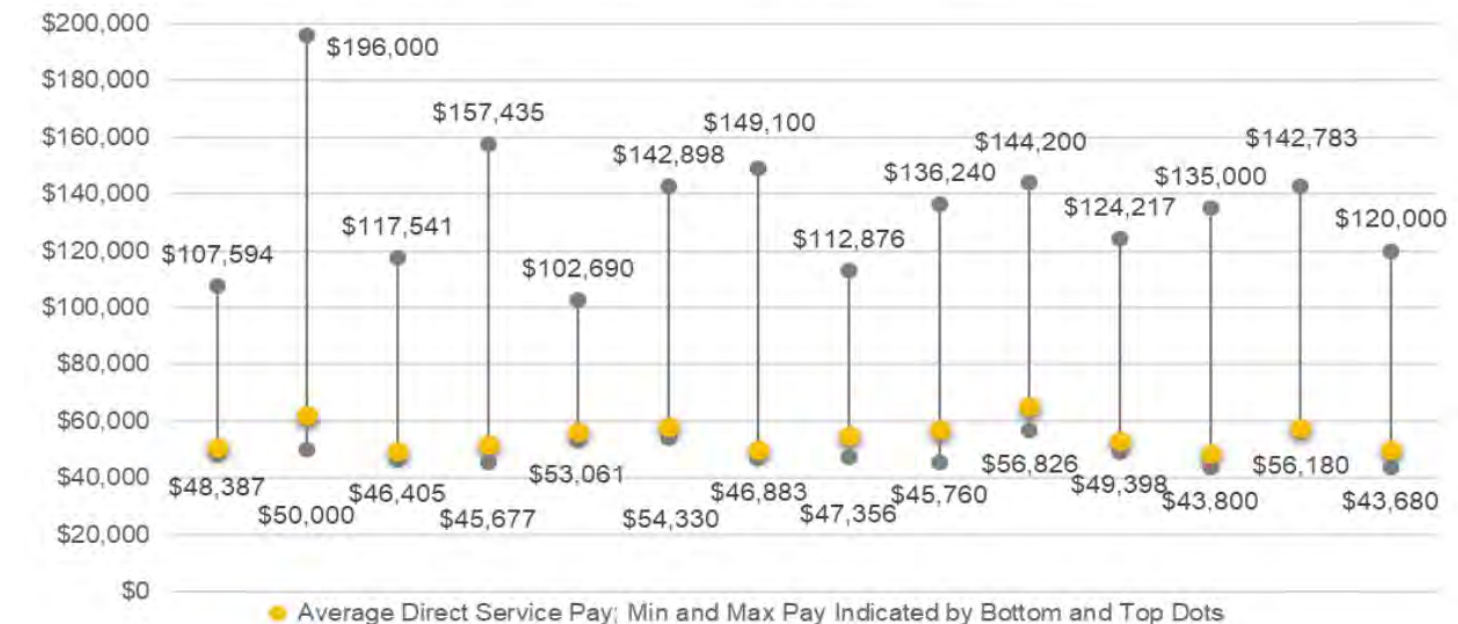
## Attachment F: Additional Workforce Equity Analysis Data

Pay Differential between Lowest and Highest Paid Employees, by category and agency size

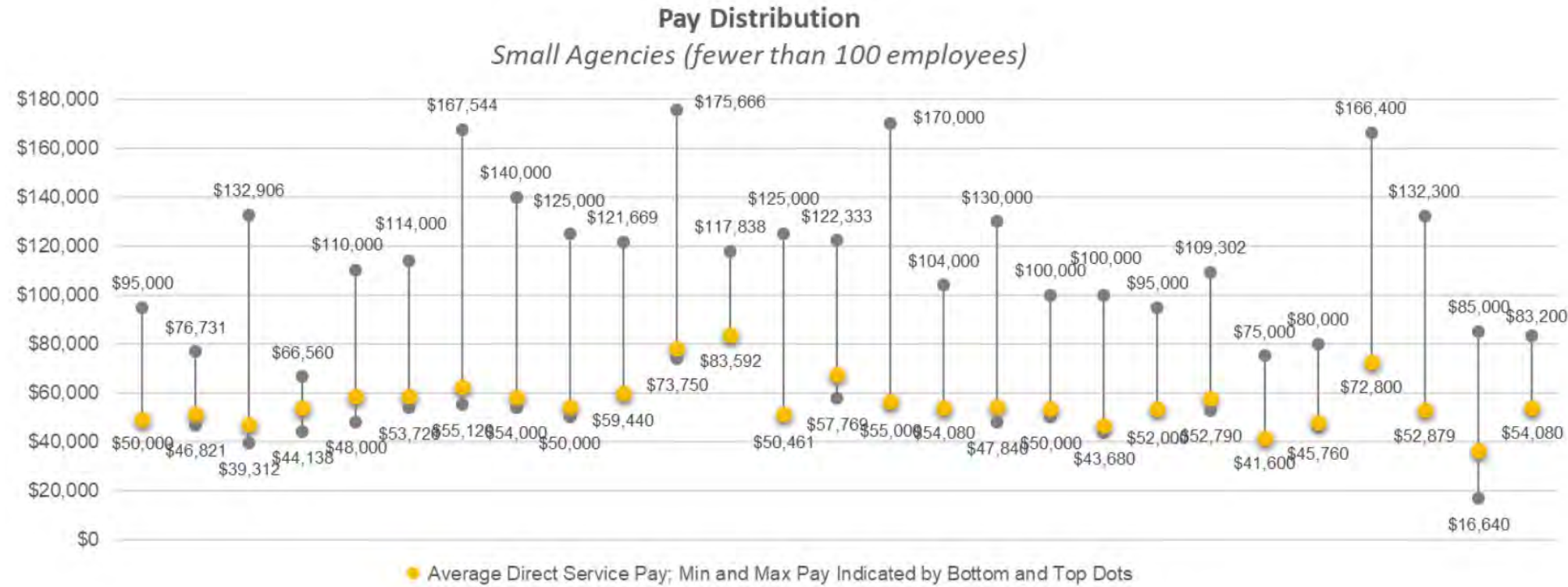


As previously mentioned, smaller agencies tend to have more compressed wage schedules — all three of the agencies with pay differentials of less than \$30,000 are smaller agencies employing fewer than 100 people. Smaller agencies are more likely to have pay differentials of less than \$60,000, while large agencies are more likely to have pay differentials greater than \$60,000. Among the eight agencies not reporting this information, five did not report executive compensation and three did not provide any wage data.

Pay Distribution  
Large Agencies (more than 100 employees)



## Attachment F: Additional Workforce Equity Analysis Data (Continued...)



Languages Spoken Among Provider Staff		
	Number of Employees	Percent of Employees
<b>Language</b>		
Spanish	400	13.1%
Russian	73	2.4%
Arabic	55	1.8%
French	52	1.7%
Somali	39	1.3%
Vietnamese	37	1.2%
Ukrainian	33	1.1%
Chinese	27	0.9%
Swahili	22	0.7%
Persian / Farsi	21	0.7%
Amharic or Tigrinya	14	0.5%
Burmese	14	0.5%
Dari	14	0.5%
German	12	0.4%
Japanese	10	0.3%
Pashto	10	0.3%
*Languages with fewer than 10 spekaers not included		

Age Categories of Provider Staff		
	Number of Employees	Percent of Employees
<b>Generation</b>		
Baby Boomers (1946-1964)	507	7.9%
Generation X (1965-1976)	1,078	16.7%
Xennials / Oregon Trail Generation (1977-1985)	1,200	18.6%
Millennials / Generation Y (1986-1994)	52	1.7%
Gen Z (1995-2012)	1,121	17.4%
*Percentages do not sum to 100% due to missing data.		

## Attachment G: Additional Racial Equity Analysis Data

Homelessness Prevention Services PiT: Point-in-Time	Baseline Data		Current Year Data	
	SHS Prevention Services FY 2022	Jan. 2022 PiT Count: Not Chronically Homeless	SHS Prevention Services FY 2024	Jan. 2024 By-Name List: Chronically Homeless
<b>BIPOC / Non-Hispanic White / Not Reported</b>				
BIPOC	72.7%	44.1%	44.0%	49.8%
Non-Hispanic White	23.6%	51.9%	52.5%	38.3%
Not Reported	3.7%	4.0%	3.5%	11.9%
<b>Race / Ethnicity Detail</b>				
Asian or Asian American	6.0%	1.1%	2.0%	4.0%
Black, African American, or African	39.3%	22.0%	28.6%	23.1%
Hispanic / Latino/a/x	22.3%	12.1%	9.3%	15.3%
American Indian, Alaska Native, or Indigenous	6.0%	11.9%	6.0%	7.9%
Native Hawaiian or Pacific Islander	4.5%	3.1%	1.0%	4.4%
White	40.2%	65.2%	60.6%	47.7%
<b>Ethnicity</b>				
Hispanic / Latino/a/x	22.3%	12.1%	9.3%	15.3%
Not Hispanic / Latino/a/x	74.0%	83.9%	87.2%	72.8%
Not Reported	3.7%	4.0%	3.5%	11.9%
<b>Gender Identity</b>				
Male		65.6%	38.7%	49.4%
Female		29.2%	57.3%	40.5%
No Single Gender		1.7%	2.0%	1.9%
Transgender		1.6%	1.3%	1.0%
Questioning		0.2%	0.0%	0.5%
Not Reported		2.3%	1.0%	7.3%

## Attachment G: Additional Racial Equity Analysis Data (Continued...)

### Homelessness Prevention Services Table Summary

The JOHS continued to provide access to permanent supportive housing and rapid re-housing for Black, Indigenous and other people of color (BIPOC) at greater rates than BIPOC communities experiencing chronic homelessness. Among homelessness prevention programs, performance was mixed. Overall, BIPOC communities were slightly underrepresented among homelessness prevention clients relative to their representation among people experiencing short-term homelessness. However, people identifying as Black, African American or African were more represented among homeless prevention clients than among people experiencing short-term homelessness.

Our most up-to-date measure of local homelessness, the Multnomah County By Name List, had a higher representation of BIPOC communities in January 2024 than our first-year measure of homelessness, the January 2022 Point in Time Count. Even so, during FY 2024 we continued to have greater representation of BIPOC communities among those housed with SHS funds than among those experiencing chronic homelessness (as defined by HUD). This was especially true for individuals identifying as Black, Hispanic/Latino/a/x, and Native Hawaiian or Pacific Islander. Moreover, BIPOC overrepresentation among clients housed with SHS funds was larger in FY 2024 than in FY 2022 in both permanent supportive housing and rapid rehousing programs and for all racial

Permanent Housing Placements PiT: Point-in-Time PSH: Permanent Supportive Housing RRH: Rapid Rehousing	Baseline Data		Current Year Data		
	SHS Total Housing Placements FY 2022	Jan. 2022 PiT Count: Chronically Homeless	SHS PSH Placements FY 2024	SHS RRH Placements FY 2024	Jan. 2024 By-Name List: Chronically Homeless
<b>BIPOC / Non-Hispanic White / Not Reported</b>					
BIPOC	41.2%	38.5%	66.2%	63.6%	41.9%
Non-Hispanic White	37.1%	58.0%	31.0%	33.0%	55.2%
Not Reported	21.7%	3.5%	2.8%	3/4%	2.9%
<b>Race / Ethnicity Detail</b>					
Asian or Asian American	1.7%	2.1%	3.0%	3.3%	1.8%
Black, African American, or African	24.0%	14.9%	34.1%	33.6%	18.6%
Hispanic / Latino/a/x	13.6%	9.5%	17.2%	20.1%	11.0%
American Indian, Alaska Native, or Indigenous	8.9%	15.0%	20.6%	7.9%	13.6%
Native Hawaiian or Pacific Islander	2.9%	2.7%	3.7%	7.7%	2.6%
White	49.1%	72.7%	44.4%	43.0%	67.0%
<b>Ethnicity</b>					
Hispanic / Latino/a/x	13.6%	9.5%	17.2%	20.1%	11.0%
Not Hispanic / Latino/a/x	64.7%	87.0%	80.0%	76.6%	86.1%
Not Reported	21.7%	3.5%	2.8%	3.4%	2.9%
<b>Gender Identity</b>					
Male		59.6%	50.3%	46.7%	58.4%
Female		35.4%	42.3%	50.2%	36.8%
No Single Gender		2.0%	4.0%	1.7%	2.5%
Transgender		1.7%	2.3%	0.4%	1.6%
Questioning		0.1%	0.3%	0.1%	0.3%
Not Reported		1.5%	2.1%	1.3%	1.2%

## Attachment G: Additional Racial Equity Analysis Data (Continued...)

Housing Retention PSH: Permanent Supportive Housing RRH: Rapid Rehousing	SHS PSH FY 2024	SHS RRH FY 2024	JOHS System RRH FY 2024
<b>BIPOC / Non-Hispanic White / Not Reported</b>			
BIPOC	90.1%	87.1%	90.0%
Non-Hispanic White	87.8%	82.5%	82%
Not Reported	91.7%	66.7%	87%
<b>Race / Ethnicity Detail</b>			
Asian or Asian American	92.6%	71.4%	88%
Black, African American, or African	93.4%	84.6%	90%
Hispanic / Latino/a/x	90.4%	88.0%	90.0%
American Indian, Alaska Native, or Indigenous	80.9%	88.6%	92.0%
Native Hawaiian or Pacific Islander	85.7%	85.2%	86%
White	89.0%	83.1%	83.0%
<b>Ethnicity</b>			
Hispanic / Latino/a/x	90.4%	84.6%	
Not Hispanic / Latino/a/x	89.2%	83.7%	
Not Reported	91.7%	66.7%	
<b>Gender Identity</b>			
Male	90.3%	85.5%	
Female	88.6%	84.4%	
No Single Gender	90.9%	50.0%	
Transgender	86.7%	40.0%	
Questioning	100.0%	50.0%	
Not Reported	85.7%	100.0%	

### Housing Retention Table Summary

During FY 2024, overall housing retention rates for both PSH and RRH clients were higher for BIPOC communities overall than for non-Hispanic White people. Looking at specific groups, permanent supportive housing retention rates were higher among people identifying as Asian or Asian American; Black, African American or African; or Hispanic/Latino/a/x, than among non-Hispanic white persons. Meanwhile, RRH retention rates were higher for persons identifying as Black, African American or African; Hispanic/Latino/a/x; American Indian, Alaska Native, or Indigenous; or Native Hawaiian or Pacific Islander; than those for non-Hispanic white persons. Comparing SHS-funded programs to our programming overall, RRH retention rates are slightly lower for all racial and ethnic groups in SHS-funded programs, and this gap is largest for persons identifying as Asian or Black.

RRH retention rates are calculated as the percentage of persons who ended a rapid rehousing subsidy in FY 2023 who did not return to homelessness in Multnomah County, were housed at their 12-month follow up interview, were in a new permanent housing program in Multnomah County, or whose last observed program exit was to a permanent housing destination. Meanwhile, permanent supportive housing retention rates are calculated as the percentage of people who were placed in permanent supportive housing in FY 2023 and were still housed in a permanent housing program one year later, or whose last observed program exit was to a permanent housing destination and did not return to homelessness in Multnomah County.

Chronic Homelessness	Population Data (Census Data)		Chronic Homelessness (System Data)		
	Multnomah County, 2022	Renter Households <30%AMI + at least one severe housing issue	Jan. 2022 PiT Count: Chronically Homeless	Jan. 2023 By-Name List: Chronically Homeless	Jan. 2024 By-Name List: Chronically Homeless
<b>BIPOC / Non-Hispanic White / Not Reported</b>					
BIPOC	34.2%	37.4%	38.5%	42.5%	41.9%
Non-Hispanic White	65.8%	57.0%	58.0%	54.8%	55.2%
Not Reported	0.0%	5.6%	3.5%	2.7%	2.9%
<b>Race / Ethnicity Detail</b>					
Asian or Asian American	10.4%	5.5%	2.1%	1.7%	1.8%
Black, African American, or African	7.8%	14.8%	14.9%	18.9%	18.6%
Hispanic / Latino/a/x	12.9%	15.3%	9.5%	11.4%	11.0%
American Indian, Alaska Native, or Indigenous	3.4%	1.0%	15.0%	15.2%	13.6%
Native Hawaiian or Pacific Islander	1.2%	0.7%	2.7%	2.7%	2.6%
White	80.0%	57.0%	72.7%	69.5%	67.0%
<b>Ethnicity</b>					
Hispanic / Latino/a/x	12.9%	15.3%	9.5%	11.4%	11.0%
Not Hispanic / Latino/a/x	87.1%	84.7%	87.0%	85.9%	86.1%
Not Reported	0.0%	0.0%	3.5%	2.7%	2.9%
<b>Gender Identity</b>					
Male			59.6%	57.0%	58.4%
Female			35.4%	37.2%	36.8%
No Single Gender			2.0%	3.3%	2.5%
Transgender			1.7%	1.6%	1.6%
Questioning			0.1%	0.5%	0.3%
Not Reported			1.5%	1.5%	1.2%

## Attachment G: Additional Racial Equity Analysis Data (Continued...)

### Chronic Homelessness Table Summary

Overall, people with BIPOC identities are over-represented among persons experiencing chronic homelessness, and this problem is concentrated among persons identifying as Black; American Indian, Alaska Native, or Indigenous; and Native Hawaiian or Pacific Islander. Between FY 2023 and FY 2024, representation of BIPOC persons among the chronically homeless fell slightly. This decline was driven by modest decreases in the percentages of chronically homeless people identifying as Black, Hispanic/Latino/a/x, and American Indian/Alaska Native/Indigenous.

BIPOC communities represent around 34% of the total Multnomah County population, and a higher percentage (37%) of renter households earning less than 30% of the area median income with at least one severe "housing problem" (defined as paying more than half of their income in rent, having more than one person per room, or lacking a kitchen or indoor plumbing). These households face a high risk of experiencing homelessness. In the 2022 Point in Time Count, BIPOC people were more represented among the chronically homeless than among Multnomah County households at high risk of experiencing homelessness.

Due to the numerous limitations of the Point in Time Count, the Joint Office is moving toward using a By-Name List of people experiencing homelessness, which provides timely and accurate counts of the population experiencing homelessness. BIPOC communities represent a larger share in this more comprehensive count than in the Point in Time Count. Between FY 2023 and FY 2024, representation of BIPOC persons among the chronically homeless in the systemwide By-Name

List fell slightly, from 42.5% to 41.9%. This decline was driven by modest decreases in the percentages of chronically homeless persons identifying as Black, Hispanic/Latino/a/x, and American Indian/Alaska Native/Indigenous.



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# 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 Tye 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 thrive<sup>1</sup>
- 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

<sup>1</sup> 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**<sup>2</sup> (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.

---

<sup>2</sup> 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<sup>h</sup>wat 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.<sup>3</sup> 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*

<sup>3</sup> 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,<sup>4</sup> 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.

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<sup>4</sup> 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**.



**Las Flores**

📍 Oregon City

Opened December 2023

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.



**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

<b>CHA Core Team Membership</b>		
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.

<b>CoC Steering Committee Membership</b>		
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 delivering a youth engagement presentation*

**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.

<b>Youth Action Board Membership</b>		
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*.



*Mission Driven, Spirit Led*



EL PROGRAMA  
HISPANO CATÓLICO



GREATER NEW HOPE  
FAMILY SERVICES



*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.<sup>5</sup> 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.<sup>6</sup> 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.

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<sup>5</sup> 2022 American Community Survey was the most recent available dataset.

<sup>6</sup> 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

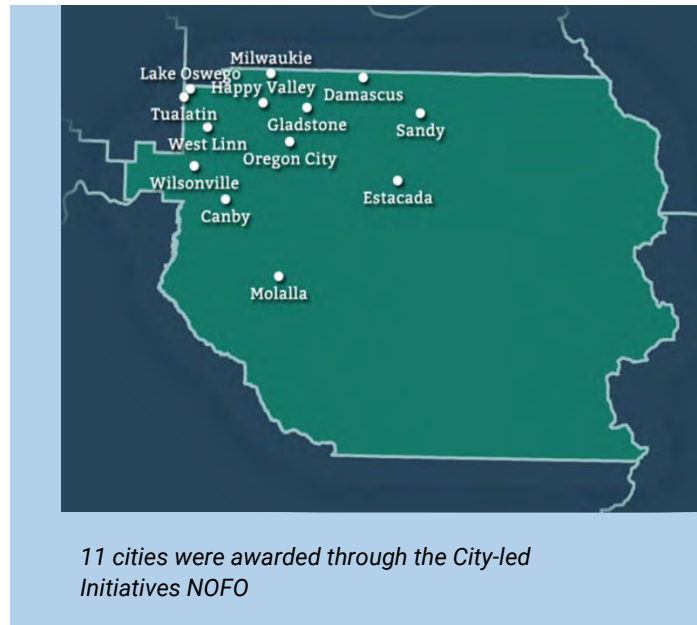
To steward SHS funding through an equitable and transparent process, the Housing and Community Development Division contracting team created an open and competitive procurement process that reduces the chance of collusion, minimizes political pressures, and offers the opportunity to capture significant 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
<p><b>Direct capacity building investments into culturally specific providers through direct funding allocations and the provision of professional technical assistance services.</b></p>	<p>Yes</p>	<p>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.</p>
<p><i>Additional Details</i></p> <p>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.</p>		
<p><b>Improve the Coordinated Entry process and assessment to ensure more equitable housing and service outcomes.</b></p>	<p>Yes</p>	<p>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.</p>
<p><i>Additional Details</i></p> <p>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.</p>		



## Coordinated Housing Access (CHA) Implemented Recommendations

Recommendation	Implementation
<b>Accessibility Improvements</b>	
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
<b>Assessment Improvements</b>	
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.
<b>System Improvements</b>	
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**

<b>Objective</b>	<b>Objective Achieved?</b>	<b>Description of Progress and Achievement</b>
<p><b>Expand the Housing Services Team to support integration with the health system through Medicaid waiver coordination</b></p>	<p>Yes</p>	<p>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.</p>
<p><i>Additional Details</i></p> <p>Hire two fulltime staff members whose primary role will be supporting Medicaid waiver coordination and eventual implementation.</p>		
<p><b>Support community resources through direct investments to enhance their capacity for supporting the rapid expansion of service providers</b></p>	<p>In Progress</p>	<p>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.</p>
<p><i>Additional Details</i></p> <p>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.</p>		

**Category 3: Capacity Building** (continued)

Objective	Objective Achieved?	Description of Progress and Achievement
<p><b>Offer direct technical assistance to grassroots providers to support their growth and development</b></p>	<p>Yes</p>	<p>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.</p>
<p><i>Additional Details</i></p> <p>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.</p>		
<p><b>Significantly invest in new system infrastructure for safety on and off the streets</b></p>	<p>Yes</p>	<p><b>Resource Center:</b> \$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.</p> <p><b>Culturally Specific Shelter:</b> The county executed a new \$1.9M contract to fund operations and programming of the region's first shelter to serve indigenous families, k<sup>h</sup>wat yaka haws, or Auntie's Place.</p> <p><b>Clackamas Village:</b> 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.</p>
<p><i>Additional Details</i></p> <p>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.</p>		

**Category 4: Other Annual Goals Based on Local Implementation Plan**

Objective	Objective Achieved?	Description of Progress and Achievement
<p><b>Alignment with the Behavioral and Public Health Systems</b></p>	<p>Yes</p>	<p>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.</p>
<p><i>Additional Details</i></p> <p>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.</p>		
<p><b>Promote Geographic Equity</b></p>	<p>Yes</p>	<p>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.</p>
<p><i>Additional Details</i></p> <p>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.</p>		

## ATTACHMENT B: HOUSING AND SERVICES OUTCOMES

<b>Permanent Supportive Housing (PSH)</b>	
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
<b>Rapid Re-Housing (RRH)</b>	
Households placed in RRH in FY 23-24	196 households
People placed in RRH in FY 23-24	472 people
<b>Homelessness/ Eviction Prevention</b>	
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
<b>Total Housing Placements and Preventions</b>	
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
<b>Regional Long-term Rent Assistance (RLRA)</b>	
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

<b>Housing Retention: Permanent Supportive Housing (PSH)</b>				
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%
<b>Housing Retention: Rapid Re-Housing (RRH)</b>				
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%

<b>Inflow and Outflow</b>				
<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.*

<b>Length of Homelessness and Returns to Homelessness</b>	
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%
<b>Emergency Shelter</b>	
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
<b>Outreach</b>	
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	
<b>Race &amp; Ethnicity</b>	<b>#</b>	<b>%</b>
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%
<b>Disability Status<sup>7</sup></b>	<b>#</b>	<b>%</b>
Persons with disabilities	324	41.8%
Persons without disabilities	99	12.8%
Disability unreported	17	2.2%
<b>Gender Identity<sup>8</sup></b>	<b>#</b>	<b>%</b>
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%

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

<sup>8</sup> 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	
<b>Race &amp; Ethnicity</b>	<b>#</b>	<b>%</b>
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%
<b>Disability Status</b>	<b>#</b>	<b>%</b>
Persons with disabilities	228	48.3%
Persons without disabilities	217	46.0%
Disability unreported	27	5.7%
<b>Gender Identity</b>	<b>#</b>	<b>%</b>
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	
<b>Race &amp; Ethnicity</b>	<b>#</b>	<b>%</b>
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%
<b>Disability Status</b>	<b>#</b>	<b>%</b>
Persons with disabilities	849	31.7%
Persons without disabilities	1,815	67.7%
Disability unreported	15	0.6%
<b>Gender Identity</b>	<b>#</b>	<b>%</b>
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**

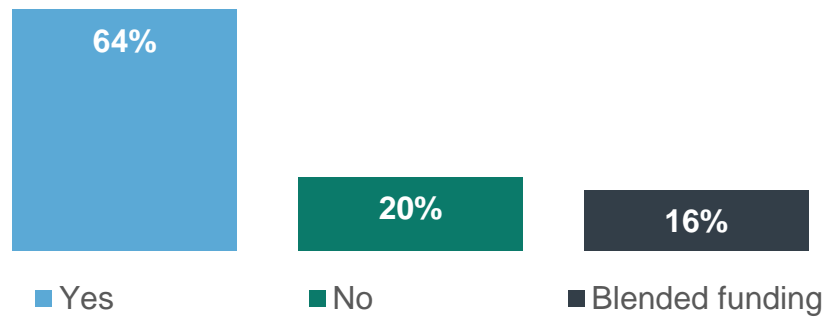
Providers were also requested to provide salary data, including the lowest, highest, and average pay levels for different job roles within their organizations. Some of the position classifications assessed for pay equity included administrative roles, management, executive leadership, and client-facing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

## **Survey Results**

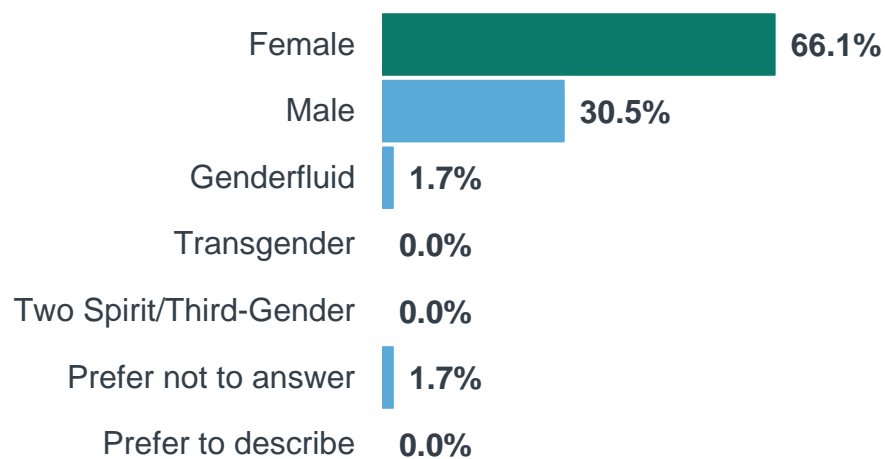
The tables below present the results of the demographics survey from organizations contracted with Clackamas County Supportive Housing Services. Survey participation varied across organizations, leading to different response rates for each demographic category. For some categories, such as race and ethnicity,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



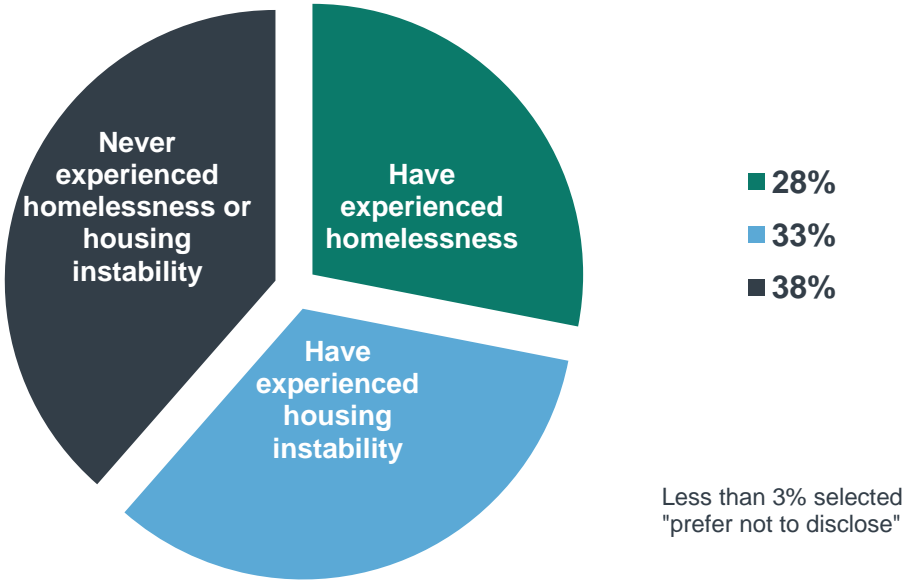
More survey participants work in **Fully-Funded** SHS positions, while fewer are in housing-related roles with **blended** or **no** SHS funding (n=56)



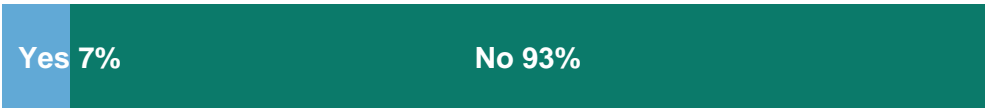
**Women** who work in SHS funded roles make up **more than half** of the the workforce (n=59)



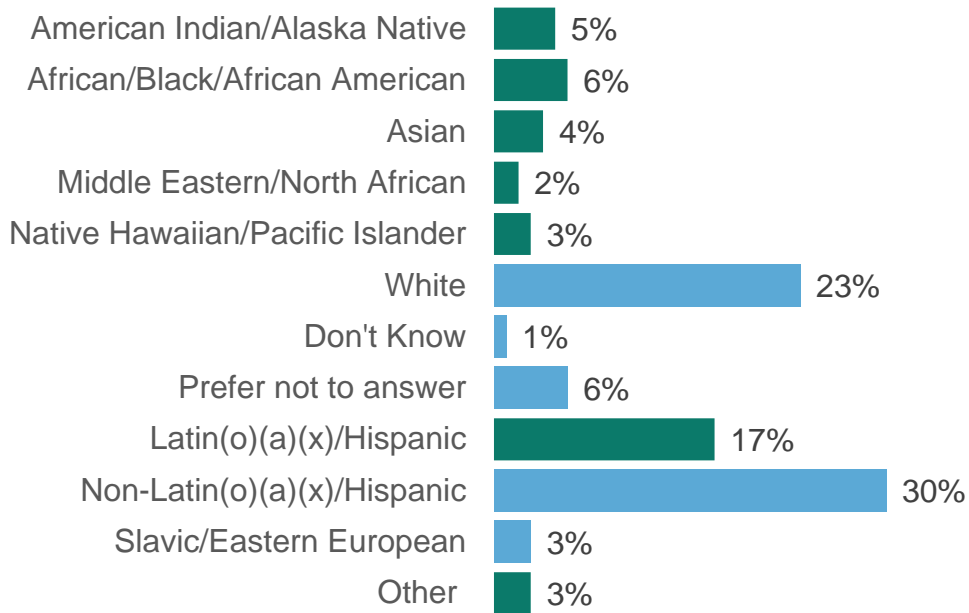
Staff with **lived experience of Homelessness** or **Housing Instability** represent **more than half** of SHS survey participants (n=58)



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

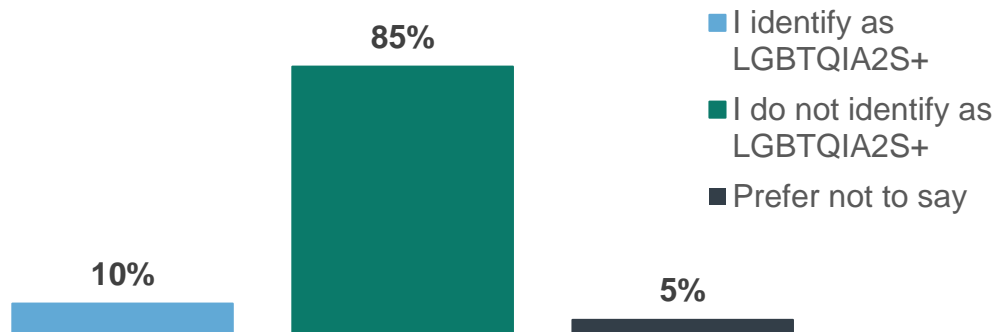


**40%** of SHS survey participants identify as a race **other than White** and/or as **Latin(o)(a)(x)/Hispanic**  
(n=59)

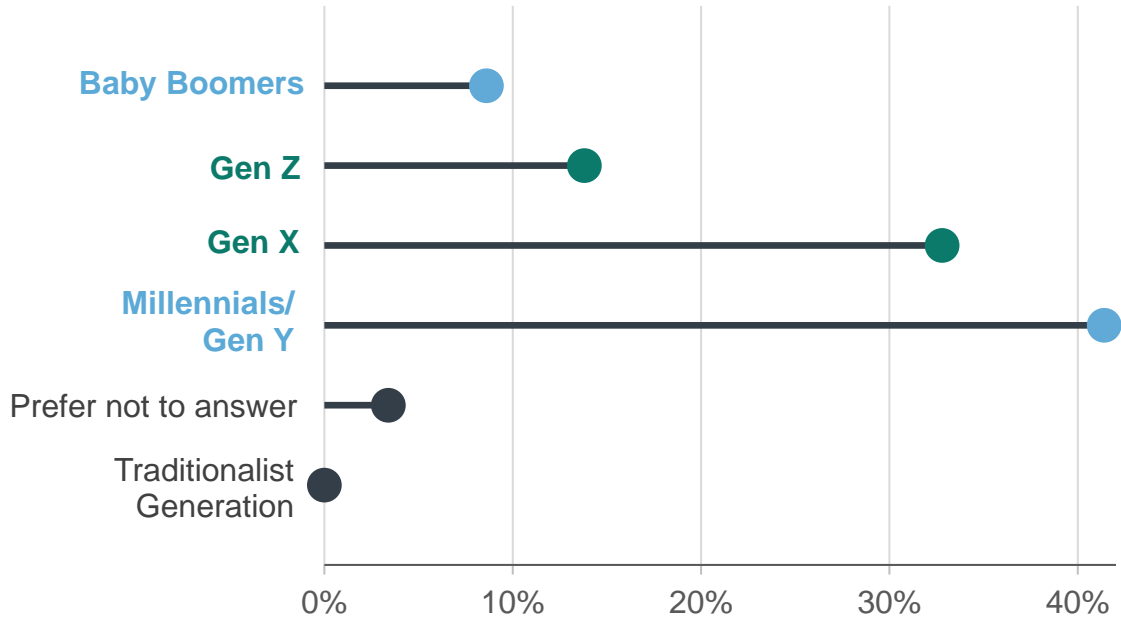


\*Respondents could select multiple (or zero) responses for race and ethnicity. Some respondents only opted to select one of race or ethnicity.

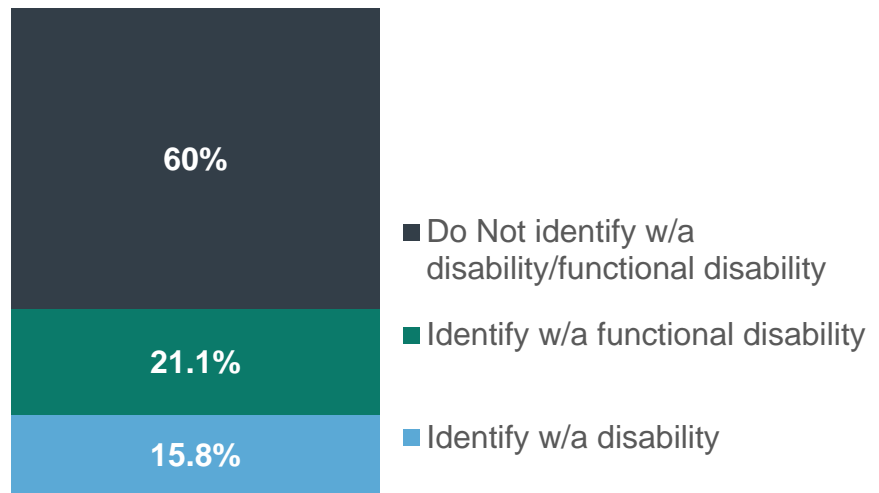
Over **1** in 10 staff members in SHS-funded programs identify as **LGBTQIA2S+** (n=59)



**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)

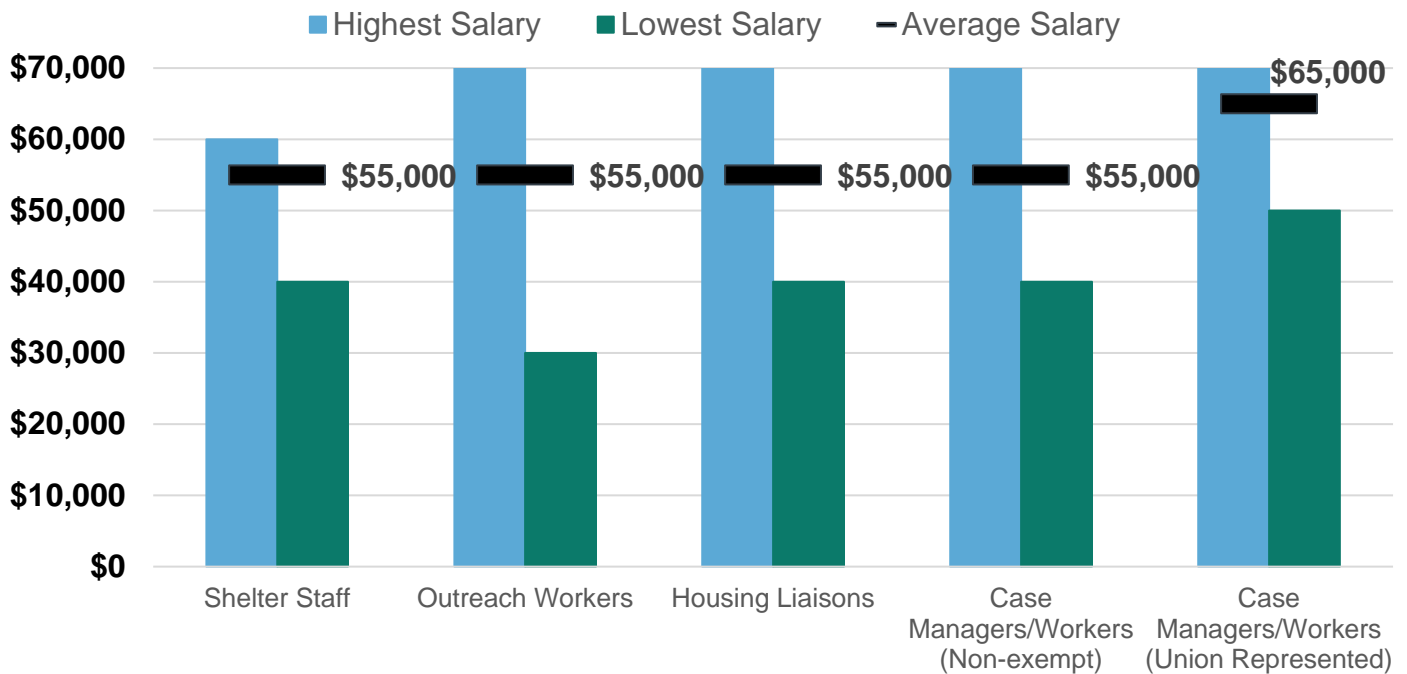


## Pay Equity Analysis

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.

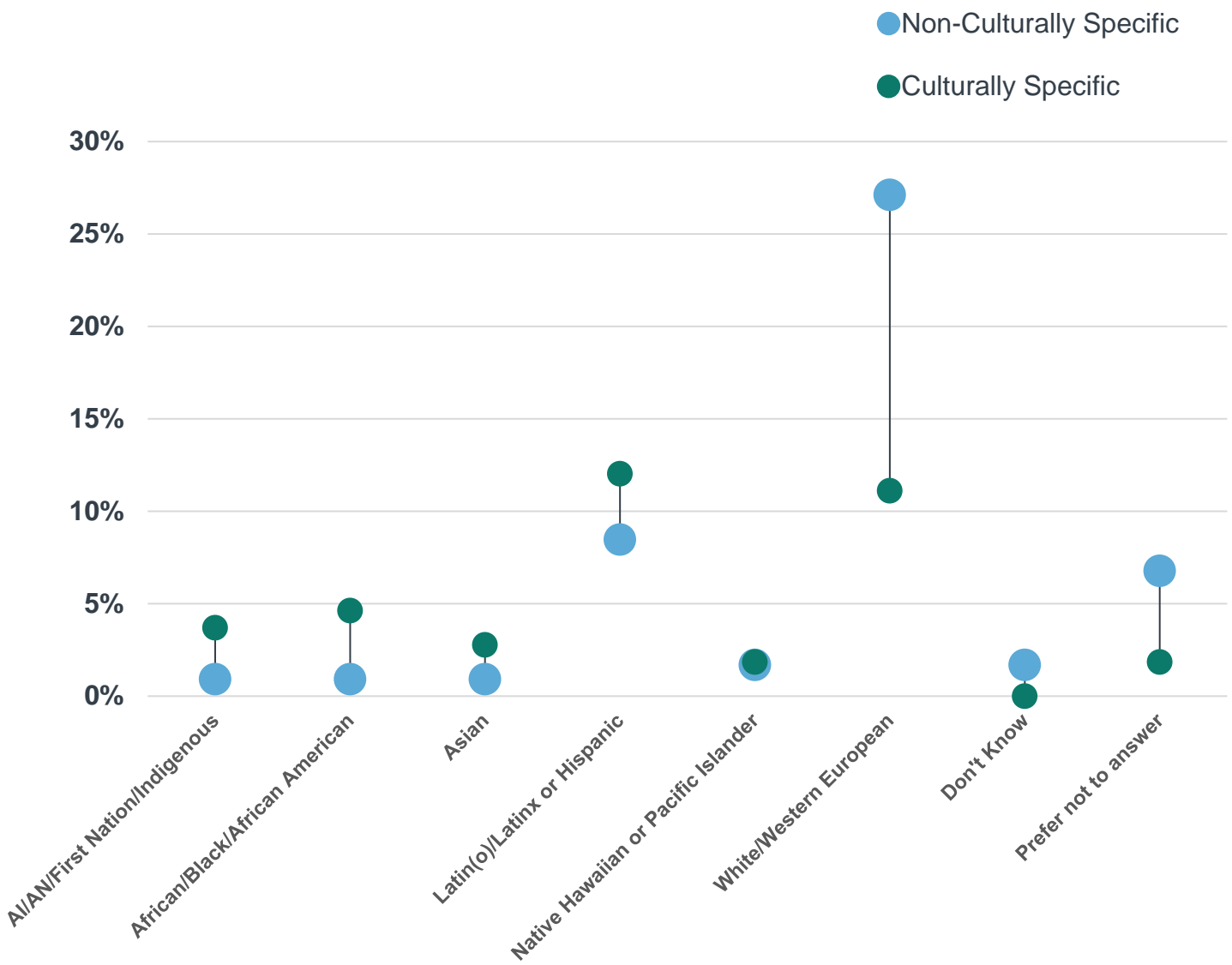
### Annual Salary by Position | Administrative, Management, and Other Roles (Full -Time)



### Culturally Specific Organizations

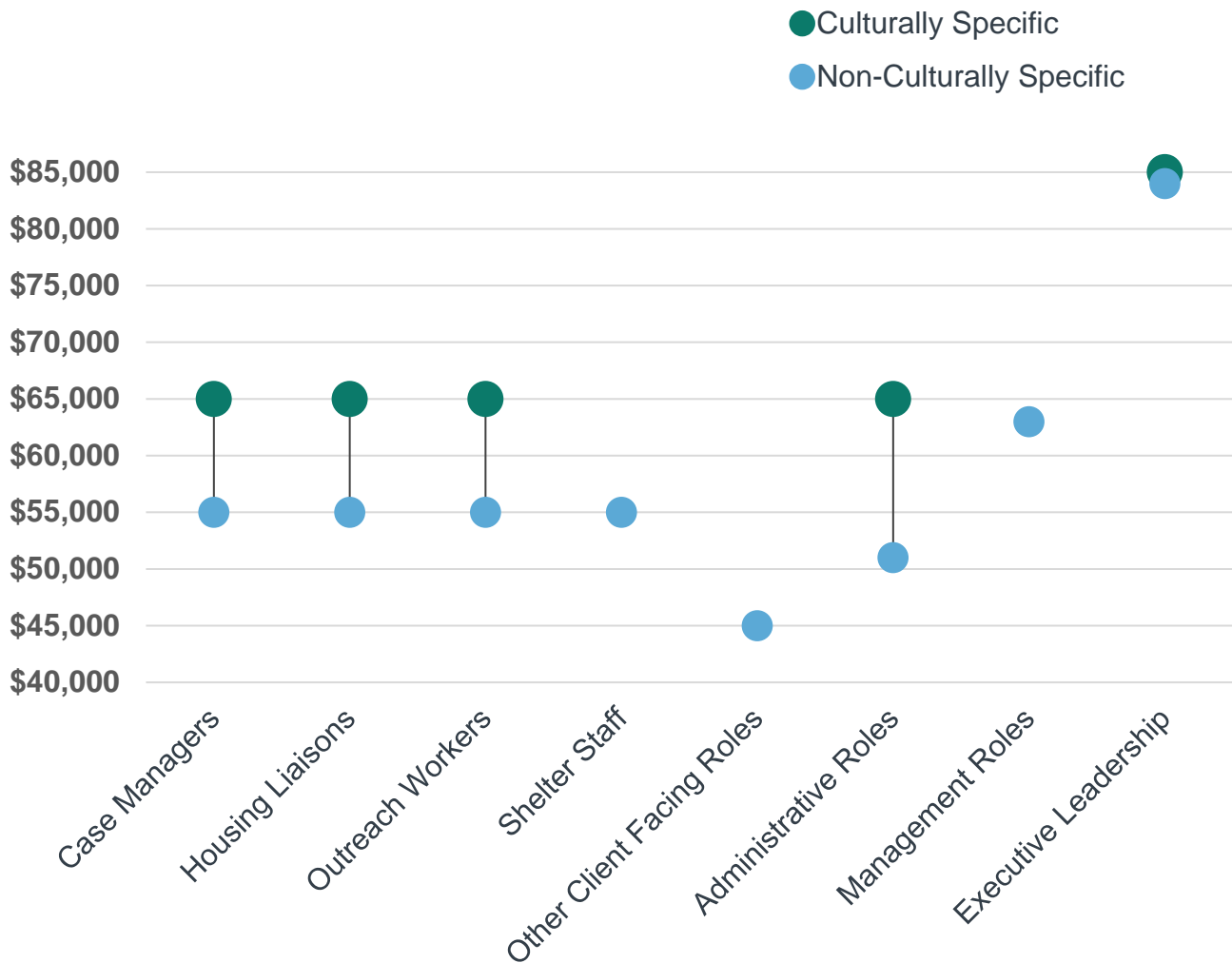
The Staff Demographics and Pay Equity survey offered insights to compare the demographics of culturally specific and non-culturally specific community partners. Non-culturally specific organizations reported having more than twice the number of staff identifying as White/Western European compared with 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)**

<b>Safety Off the Streets</b>				
<b>Program</b>	<b>Capacity (Households)</b>	<b>Primary Population (A/B)</b>	<b>Service Provider</b>	<b>Date Program Launched or Began Receiving SHS Funds</b>
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
<b>Rapid Rehousing and Short-term Rent Assistance</b>				
<b>Program</b>	<b>Capacity (Households)</b>	<b>Primary Population (A/B)</b>	<b>Service Provider</b>	<b>Date Program Launched or Began Receiving SHS Funds</b>
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
<b>211 Info*</b>	Evening, Weekend, Holiday and Overflow Coverage for the Coordinated Housing Access Phone Line	N/A	General Population	\$662,975	\$538,871
<b>ASSIST*</b>	Social Security Disability Insurance Recovery	N	General Population	\$150,000	\$25,327
<b>Bridges to Change</b>	Transitional Shelter (Serenity and Haven Houses)	N	Acute Behavioral Health Needs	\$459,998	\$145,975
<b>Cascadia Behavioral Healthcare*</b>	Project-based Supportive Housing Case Management at Renaissance Court Apartments	N	General Population	\$368,577	\$61,566
<b>Catholic Charities*</b>	Project-based Supportive Housing Case Management and Resident Services at Good Shepherd Village	N	General Population	\$1,063,268	\$544,176
<b>Central City Concern</b>	Law Enforcement Assisted Diversion (Outreach, Housing Navigation/Placement, Supportive Housing Case Management)	N	General Population	\$1,629,403	\$665,648
<b>Clackamas Service Center, Inc.</b>	Site-based Outreach	N	General Population	\$290,149	\$250,317
<b>Clackamas Women's Services</b>	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
<b>Dirges, LLC.</b>	Hotel Rooms for Non-congregate Shelter	N/A	General Population	\$1,060,700	\$1,060,613
<b>Do Good Multnomah</b>	Transitional Shelter (Veteran's Village) Project-based Supportive Housing Case Management at Clayton Mohr Commons	N	Veterans	\$614,626	\$555,072
<b>El Programa Hispano Católico</b>	Housing Navigation/Placement Supportive Housing Case Management	Y	Latine	\$1,267,696	\$1,207,264
<b>Greater New Hope Family Services</b>	Housing Navigation/Placement Supportive Housing Case Management	Y	Black/African American	\$725,655	\$599,696
<b>Home Forward</b>	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
<b>Housing Development Center</b>	Landlord Risk Mitigation Program	N	N/A	\$528,845	\$71,590
<b>Impact NW</b>	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
<b>Immigrant and Refugee Community Organization</b>	Street Outreach Housing Navigation/Placement Supportive Housing Case Management	Y	BIPOC and Immigrants/Refugees	\$555,367	\$428,516
<b>Mental Health &amp; Addiction Association of Oregon</b>	Resident Services at Housing Authority Properties	N	General Population	\$108,809	\$96,785
<b>Mercy Housing Northwest**</b>	Project-based Supportive Housing Case Management and Resident Services at Mercy Greenbrae	N	General Population	\$580,000	\$0**
<b>Native American Rehabilitation Association</b>	Project-based Supportive Housing Case Management at Tukwila Springs	Y	Native American	\$316,714	\$135,556
<b>Native American Youth and Family Center*</b>	Family Shelter Rapid Re-housing Housing Navigation/Placement Supportive Housing Case Management	Y	Native American Families	\$1,960,790	\$301,723
<b>Northwest Family Services</b>	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
<b>Northwest Housing Alternatives, Inc.</b>	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
<b>Providence</b>	Outreach and Engagement	N	General Population	\$187,591	\$47,519
<b>The Father's Heart Street Ministry</b>	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
<b>Up and Over</b>	Street Outreach Housing Navigation/Placement Supportive Housing Case Management	Y	BIPOC	\$828,040	\$822,763
<b>YKC Hospitality, LLC</b>	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
<b>Metro SHS Resources</b>									
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%	
<i>insert add'l lines as necessary</i>						-	-	N/A	
<b>Total Metro SHS Resources</b>	<b>103,998,661</b>	<b>97,026,791</b>	<b>16,320,310</b>	<b>12,903,913</b>	<b>35,741,474</b>	<b>161,992,488</b>	<b>(57,993,827)</b>	<b>156%</b>	
<b>Metro SHS Requirements</b>									
<b>Program Costs</b>									
<b>Activity Costs</b>									
<b>Shelter, Outreach and Safety on/off the Street</b> (emergency shelter, outreach services and supplies, hygiene programs)	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.
<b>Short-term Housing Assistance</b> (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.
<b>Permanent supportive housing services</b> (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.
<b>Long-term Rent Assistance</b> (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 miscellaneous program operation expenses.
<b>Systems Infrastructure</b> (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.
<b>Built Infrastructure</b> (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.
<b>Other supportive services</b> (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.
<b>SHS Program Operations</b>	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 miscellaneous operating costs that support service delivery.
<b>Carryover Balance</b>	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.
<b>Subtotal Activity Costs</b>	<b>80,553,351</b>	<b>5,743,671</b>	<b>14,325,052</b>	<b>11,190,552</b>	<b>19,618,054</b>	<b>50,877,329</b>	<b>9,549,040</b>	<b>63%</b>	
<b>Administrative Costs</b> <sup>[1]</sup>									
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%	
<b>Subtotal Administrative Costs</b>	<b>5,530,560</b>	<b>409,577</b>	<b>604,963</b>	<b>603,735</b>	<b>1,802,383</b>	<b>3,420,659</b>	<b>2,109,902</b>	<b>62%</b>	
<b>Other Costs</b>									
Regional Strategy Implementation Fund <sup>[2]</sup>	6,595,902	-	24,401	6,189	107,765	138,354	6,457,547	2%	<i>insert add'l lines as necessary</i>
								N/A	
<b>Subtotal Other Costs</b>	<b>6,595,902</b>	<b>-</b>	<b>24,401</b>	<b>6,189</b>	<b>107,765</b>	<b>138,354</b>	<b>6,457,547</b>	<b>2%</b>	
<b>Subtotal Program Costs</b>	<b>92,679,813</b>	<b>6,153,248</b>	<b>14,954,416</b>	<b>11,800,475</b>	<b>21,528,202</b>	<b>54,436,342</b>	<b>18,116,489</b>	<b>59%</b>	
Contingency <sup>[3]</sup>	2,263,770					-	2,263,770	0%	
Stabilization Reserve <sup>[4]</sup>	9,055,078					-	9,055,078	0%	
Regional Strategy Impl Fund Reserve <sup>[2]</sup>	-					-	-	N/A	
RLRA Reserves	-					-	-	N/A	
Other Programmatic Reserves	-					-	-	N/A	
<b>Subtotal Contingency and Reserves</b>	<b>11,318,848</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,318,848</b>	<b>0%</b>	
<b>Total Metro SHS Requirements</b>	<b>103,998,661</b>	<b>6,153,248</b>	<b>14,954,416</b>	<b>11,800,475</b>	<b>21,528,202</b>	<b>54,436,342</b>	<b>29,435,337</b>	<b>52%</b>	
<b>Ending Fund Balance</b>	<b>(0)</b>	<b>90,873,543</b>	<b>1,365,894</b>	<b>1,103,437</b>	<b>14,213,272</b>	<b>107,556,145</b>	<b>(107,556,146)</b>		Clackamas County will submit an updated FY 23-24 financial report once the year's audit is finalized later in FY 24-25.

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

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

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

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

**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	
Quarter 1	10%	8%	2%	<i>Explain any material deviations from the Spend-Down Plan, or any changes that were made to the initial Spend-Down Plan.<sup>[1]</sup></i>
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	
Annual total	12,250,000	5,437,423	6,812,577	<i>Provide a status update for below. (required each quarter)</i>

<sup>[1]</sup> A "material deviation" arises when the Program Funds spent in a given Fiscal Year cannot be reconciled against the spend-down plan to the degree that no reasonable person would conclude that Partner's spending was guided by or in conformance with the applicable spend-down plan.

**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 <sup>[2]</sup>	Variance	
Beginning Fund Balance (carryover balance)	58,623,269	92,701,597	(34,078,328)	<i>Provide a status update for each line below. (required each quarter)</i>
<b>Describe investment area</b>				
Contingency	2,263,770		2,263,770	
Stabilization Reserves	9,055,078		9,055,078	
Regional Strategies Implementation Fund	4,332,132	91,314	4,240,818	The carryover balance is funding approximately 66% of the county's regional strategies investments.
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)	

<sup>[2]</sup> 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).

Metro Supportive Housing Services  
 Financial Report for Quarterly Progress Report (IGA 7.1.2) and Annual Program Report (IGA 7.1.1)  
 Clackamas County  
 FY 2023-2024

**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
<b>Total:</b>						<b>\$39,674,379</b>	<b>\$24,461,626</b>	<b>\$15,212,753</b>
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.								
<b>% of Spending by Population</b>							<b>62%</b>	<b>38%</b>

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) <sup>[5]</sup>	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 <sup>[6]</sup>	10,885,397	N/A	14,172,443	-	12,228,286	1,342,889	Receive grants from the state to support houseless program
<input checked="" type="checkbox"/> <b>Partner certifies that there was no displacement of "Current Partner-provided SHS Funds" (Partner General Funds).</b>							
<input type="checkbox"/> <b>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.</b>							
<p><sup>[6]</sup> Per IGA Section 5.5.1.2 TERMS, "Current Partner-provided SHS Funds" means Partner's general funds currently provided as of FY 2019-20 towards SHS programs within Partner's jurisdictional limits including, but not limited to, within the Region. "Current Partner-provided SHS Funds" expressly excludes all other sources of funds Partner may use to fund SHS programs as of FY 2019-20 including, but not limited to, state or federal grants.</p> <p><sup>[7]</sup> Per IGA Section 5.5.1.1 OTHER FUNDS include, but are not limited to, various state or federal grants and other non-general fund sources. Partner will attempt, in good faith, to maintain such funding at the same levels set forth in Partner's FY 2018-19 budget. However, because the amount and availability of these other funds are outside of Partner's control, they do not constitute Partner's Current Partner-provided SHS Funds for purposes of Displacement. Partner will provide Metro with information on the amount of other funds Partner has allocated to SHS, as well as the change, if any, of those funds from the prior Fiscal Year in its Annual Program Budget.</p>							