

A hand is holding a purple paper house with a heart-shaped cutout in the center. The background is a warm, golden sunset. The hand is wearing a gold ring on the ring finger.

# Clackamas County Supportive Housing Services Program

*FY22 First Quarter Update*

# Table of Contents

Introduction .....	1
Program Initiation .....	3
• Q1: Program Stabilization .....	3
• Q2: Program Roll-Out.....	4
• Q3&4: Program Expansion.....	6
System and Equity Investments and Expansion.....	7
• Q1: Internal Capacity Building .....	7
• Q2: Planned System Expansion.....	7
• Q3&4: Continued System Expansion and Investments.....	8
• Equity.....	8
Financial Expenditures .....	10
Program Outcomes.....	12
• Program Population .....	13
Tri-County Coordination.....	14
Concluding Remarks.....	16
Appendix: Quarterly Population Breakdown .....	17



# Introduction

Clackamas County residents and thousands of our neighbors throughout the Metro region face a housing crisis and are experiencing, or are at risk of experiencing, homelessness. This crisis disproportionately and increasingly impacts communities of color and our neighbors with complex disabling conditions. The Supportive Housing Services (SHS) Measure 26-210 provides a regional opportunity to confront the true scale of this crisis. By making unprecedented investments that center racial equity and provide the flexibility necessary to offer truly participant centered approaches to meeting the needs of our un-housed neighbors, we can reduce rates of chronic and short-term homelessness, and racial disparities.

Throughout the first quarter of FY22 Clackamas County's SHS Program was primarily focused on the stabilization of high-performing transitional and emergency shelter programs, building internal capacity, and laying the groundwork for new services in the second quarter. Focusing on these foundational efforts ensures that those currently in transitional/emergency shelters do not exit to homelessness and that the Clackamas County SHS team has sufficient capacity to begin rolling out additional services in the second quarter. The Clackamas County SHS Priority Investments & System Wide Investment Priorities, as stated in the County's Local Implementation Plan (LIP), were the primary determining factors in establishing these initial first quarter investments and in determining the first services to be introduced in the second quarter.

In the second quarter of FY22 Clackamas County residents in need will begin to see the first major services rolled out by the County through multiple partnerships between the county and recently contracted community providers. Initial programs will provide assistance to previously identified populations who were enrolled in temporarily funded assistance programs. Beginning in the second quarter of FY22 services will be introduced to place households in permanent supportive housing with wrap-around services and both long and short-term rental assistance.

The Clackamas County SHS Program and the implementation of its LIP continues to embody the guiding principles developed by the Metro Supportive Housing Services Program Stakeholder Advisory Group throughout Phase I. Additionally, the SHS Program has committed to making the following guiding principles and expectations central to the SHS team's and community providers' work:

- Promote racial and ethnic justice to end disparities in housing access.
- Guide programmatic outcomes to ensure that homelessness is rare, short, and not reoccurring and that all housing options are safe, stable, and provide housing choice.
- Develop a holistic, coordinated system by building strong connections through partnerships between multiple systems of care.
- Ensure all services focus on building relationships and service engagement through person-centered, culturally responsive, trauma-informed, strengths-based practices and align with Housing First Principles.
- Acknowledge that each individual is the expert in their own life and enable participants to lead the development of their own individual service plans.

A white silhouette of a house with a triangular roof stands on a sandy beach. The sun is setting behind the house, creating a bright glow and casting a long shadow to the right. The sky is a mix of orange and yellow, and the ocean is visible in the background.

# Program Initiation

At the beginning of the fiscal year, SHS staff identified an emergency shelter program which is time limited and had lost funding and a transitional shelter program which was temporarily funded through emergency funds and at imminent risk of closing. The households participating in these programs were thus at risk of exiting to homelessness without intervention by the SHS program. The first quarter of the fiscal year was spent focused on stabilizing these programs and protecting the households currently sheltered through them. The SHS program will begin rolling out the first new services of the fiscal year beginning in the second quarter. These services will transition households into permanent supportive housing by placing households into permanent housing solutions while also providing supportive housing case management and rental assistance. Newly leveraged funding via the American Rescue Plan Act (ARPA) will also supplement previously allocated SHS funds. This will greatly expand the services which can be procured and rolled-out in the third and fourth quarters. All current and planned work has been done in accordance with the Priority Program Investments and Year 1 Goals stated in the LIP.

## Q1: Program Stabilization

**Serenity and Haven Houses** are supportive mental health homes which shelter and support some of the most vulnerable people in the County: those who are homeless or are at risk of homelessness as they exit incarceration or are on parole/probation. These clients need additional support due to severe and persistent mental illness, substance use disorders, or co-occurring disorders. The mental health housing program in both houses has certified recovery mentors, behavioral health care providers and probation officers that participate with individual care teams. These shelters provide a safe environment for individuals to stabilize and significantly reduces their likelihood to re-enter incarceration.

This program has been managed by Clackamas County Community Corrections (CCCC) and administered

*“Serenity house allowed me a safe place to get clean, set goals, build healthy relationships, become active in my children's lives, and learn to love myself again.”*

*- Serenity House Graduate*

through a long-standing partnership with Bridges to Change. The program was at imminent risk of ceasing operations due to reductions in state funding for community corrections and was operating through emergency one-time Health, Housing & Human Services funding for the last year. Without SHS funding, this high-performing behavioral health shelter program would have ended and its participants exited to homelessness.

The SHS Program subsequently entered into an inter-governmental agreement with CCCC to stabilize the program's funding source beginning in July 2021. This agreement and allocation of SHS funds provides 20 year-round transitional shelter beds and ensures that those currently being served by this program will not be exited to homelessness and will continue to receive the shelter and behavioral health services necessary to help them succeed while also assisting future individuals in need. Stabilizing this highly successful behavioral health shelter program furthers the County's LIP shelter goals and is consistent with the LIP's Priority Program Investments and Year 1 Goals.

**The Hotel/Motel Emergency Shelter Program** was also one of the SHS Program's stabilization priorities during the first quarter. This is a time-limited emergency sheltering program which began in response to the COVID-19 pandemic to provide a safe shelter-in-place option for people experiencing homelessness with high risk factors for adverse effects from contracting COVID-19 and was previously funded with temporary Federal Emergency Management Agency (FEMA) funding. This program has provided 43 units of emergency shelter, and without a new source of funding it would have ceased and the participants exited to homelessness. The SHS Program was prepared to assume full funding responsibility of this program; however, on November 2, 2021 the Board of County Commissioners leveraged ARPA funding to bridge the Hotel/Motel Program's finances until participants could be relocated into permanent supportive housing instead of exiting into homelessness.

Once these programs were successfully stabilized, the SHS Program shifted its focus to procuring new services to rollout in the second quarter. Request for Proposals (RFP) #06-2021 was issued on August 5, 2021 for housing navigation/placement and supportive housing case management services. As part of this procurement, additional points were awarded to culturally specific providers to emphasize the expansion of culturally specific services in Clackamas County. The RFP closed on August 25 and the County received 11 applicants, two of which were culturally specific providers new to Clackamas County. Applications were evaluated by members of the Continuum of Care Steering Committee (CoCSC), as the inclusive decision making body for the SHS Program. On September 2, 2021 the notice of intent to award was published and the top five scoring organizations, including both culturally specific service providers new to Clackamas County, were notified as the apparent successful winners.

## **Q2: Program Roll-Out**

Contracts for the successful applicants were executed by the Housing Authority of Clackamas County (HACC) Board in October and November of 2021. The community based organizations listed below have been contracted to provide housing navigation and placement for 102 households in addition to supportive housing case management services for 205 households. Households served will be placed into permanent supportive housing through a combination of housing navigation/placement services, supportive housing case management, and regional long-term rent assistance (RLRA).

- Clackamas Women's Services
- El Programa Hispano Catòlico (Culturally Specific Provider - New to Clackamas County)
- Greater New Hope Family Services (Culturally Specific Provider - New to Clackamas County)
- Impact NW
- Northwest Family Services

The first households to transition into permanent supportive housing are currently in three time-limited and temporarily funded programs and are at risk of exiting to homelessness without further assistance. Households in the hotel/motel emergency shelter program, the Emergency Solutions Grant (ESG) Rapid Rehousing program, and the Metro 300 program will receive assistance to transition into permanent supportive housing beginning in the second quarter.

The hotel/motel emergency shelter program began in response to the COVID-19 pandemic to provide a safe shelter-in-place option for people experiencing homelessness with high risk factors for adverse effects from contracting COVID-19. The ESG Rapid Rehousing program was designed in alignment with the hotel/motel emergency shelter program to provide a bridge from this emergency sheltering to more permanent housing solutions. The Metro 300 program began in 2020 to provide 12 months of permanent housing subsidy and supportive services to people experiencing homelessness, who are over 50 years old and have a disability. The majority of households in these three programs have less than 30% Area Median Income (AMI), a disability, and/or are chronically homeless.

Housing Navigation/Placement Services will be provided by these five community based organizations to assist participants in the time-limited hotel/motel emergency shelter program to be placed into permanent rental housing within the Metro Urban Growth Boundary (UGB), with housing assistance provided by the RLRA program. Their work will provide flexible services and funding to assist at least 102 households in overcoming any barriers to secure rental housing and will be tailored to meet each household's specific needs. Once a household is placed into permanent rental housing, a warm hand-off will be provided to a supportive housing case manager. The goal of each provider will be to navigate and place all of their assigned households within six months of contract execution.

Supportive Housing Case Management Services will also be provided by these five organizations to at least 205 households in all three programs. These services combine affordable housing with ongoing services that are flexible, tenant-driven, not time-limited, and voluntary to assist households in achieving housing stability. Case management services are dedicated to ensuring participants remain in permanent housing long-term either through on-going housing subsidy and support or by "graduating" from rental subsidies and/or intensive case management.

Regional Long-term and Short-term Rent Assistance will also be provided to households which were placed into housing and connected with supportive housing case management services. The Regional Long-Term Rent Assistance (RLRA) program, created in partnership with the three Counties and Metro staff, is designed to work like a housing choice voucher providing permanent rent assistance to extremely low-income households as a tenant based or project-based voucher.

As of November 1, 2021, 29 households have already been connected with RLRA assistance and at least 41 households will be receiving RLRA assistance by the end of the second quarter. The program anticipates no less than 200 households will be connected to RLRA assistance in Year 1; as staff identifies how reallocated SHS funding can be used following the approval of ARPA funding this figure may reach up to 250 households in Year 1. In addition to RLRA, short-term rent assistance (STRA) will also be made available for approximately ten households starting in the second quarter.

### **Q3&4: Program Expansion**

The Clackamas County LIP committed to leveraging other funding sources to ensure SHS funding/resources have the greatest impact on residents and the county remains committed to these efforts. On November 2, 2021, the Board of County Commissioners voted to leverage \$2.234M in ARPA funding for the hotel/motel emergency shelter program. This emergency shelter program was to be funded with SHS funding through the program's previously approved \$10M budget, but with these newly leveraged funds the \$2.234M of previously allocated SHS funding will now be reallocated towards providing additional services for the SHS Program.

The Clackamas County SHS Priority Investments & System Wide Investment Priorities, as stated in the County's LIP, will be the primary factors guiding how reallocation of these funds will be recommended. Staff will draft initial recommendations for how the reallocated funds will be invested to further the adopted goals of the LIP. These recommendations will then be brought to the Continuum of Care Steering Committee (CoCSC), which is the inclusive decision-making body for the SHS Program as outlined in the LIP. Recommended uses of these reallocated funds will also be reviewed by the Board of County Commissioners as the governing body of Clackamas County.

This reallocation of funds will enable the SHS program to make significant strides towards implementing every aspect of its LIP and achieving the goals it set forth. Potential uses for reallocated funds includes, but is not limited to, expanding system investments and advancing progress towards the year 1 goals of the LIP with a focus on Population A in the following areas:

- Supportive Housing Services/Case Management Services
- Regional Long-term Rent Assistance (RLRA)
- Short-term Rent Assistance
- Housing Navigation and Placement Services
- Eviction Prevention
- Emergency/Transitional Shelter
- Community Outreach

# System and Equity Investments and Expansion



System investments and planned system expansion in both the first and second quarters of FY22 have been planned and carried out in accordance with the LIP's Priority Program Investments and System Wide Investment Priorities. Newly leveraged ARPA funds will enable further investment and expansion of the SHS program's infrastructure and internal capacity throughout the third and fourth quarters to ensure the program is well positioned for further expansion of services in FY23.

## Q1: Internal Capacity Building

Increasing internal capacity for the SHS Program was the priority investment during the first quarter of the fiscal year. Increasing capacity was one of the investment goals stated in the LIP and is vital to successfully launching the SHS Program. Adding key internal staff is necessary for performing essential administrative and programmatic functions such as planning, contracting, data collection, and financial reporting. Expanding staffing levels has been done through a two-pronged approach: expanding the SHS program team and expanding RLRA operations staff.

At the beginning of the fiscal year, the SHS Program team had three staff members. The team expanded to five during the first quarter with the addition of a new Management Analyst and a Homeless Management Information System (HMIS) Specialist. RLRA voucher operations are also a key component of the SHS program, and the team is actively expanding to accommodate the increased workload the expansion of services under the SHS Program is bringing forth. At the end of the first quarter, the RLRA team has expanded to three staff members in preparation for launching the voucher program in early second quarter.

## Q2: Planned System Expansion

**Ongoing Expansion of Internal Capacity** for both the SHS program team as well as the RLRA operations staff will continue throughout the second quarter. By the end of December 2021 the program team is anticipated to grow by at least two staff members and the RLRA operations team by at least two staff members. Continued expansion of the program team this quarter and as the year continues will be essential as the new services beginning in the second quarter are fully implemented and revenues from Measure 26-210 begin to increase, allowing for further programming. Expansion of the RLRA operations team in the second quarter will enable them to more quickly process RLRA

vouchers with the first 29 households already receiving rental assistance November 1, 2021.

**Piloting a New By-Name List Process** which SHS staff will utilize in conjunction with RLRA program staff and service providers to prioritize and match households in need of services to those which best fit their needs and preferences. SHS Staff will also be training providers on how to utilize and create these lists for future case-conferencing meetings.

**Professional Development of Partner Organizations** to ensure that staff are invested in the values of the SHS Program and trained deeply in housing-first principles and trauma informed care.

**Strengthening the Program's Data Collection and Reporting Capabilities** in HMIS and beyond will also be a key focus throughout the second quarter. This work will continue at a quickened pace in the second quarter with the addition of a new HMIS Specialist at the end of the first quarter. Strengthening these data collection and reporting capabilities will facilitate the program's ability to report on the regional SHS program outcome metrics which have been developed in accordance with Washington and Multnomah counties. Additionally, as the new services are rolled-out in the second quarter, staff will work closely with the community based organizations to train their staff in the following areas:

- Basic HMIS user trainings for those new to the system.
- Advanced HMIS user trainings to educate users on more complicated skills, foster user independence, and enhance organizations' internal data capabilities.

## **Q3&4: Continued System Expansion and Investments**

The newly leveraged ARPA funds and subsequent reallocation of SHS funds will enable the program to further invest in enhancing internal capacity and hire additional staff more quickly than initially anticipated. This will assist with the roll-out of new services, implementation of new administrative and reporting functions, and capacity to train new or small service providers. The program's capacity will be well positioned for the higher influx of SHS Measure 26-210 funds which is anticipated to be disbursed in late FY22 and early FY23. Staff will also continue identifying opportunities to invest a portion of reallocated funds into capacity building for community based organizations and culturally specific service providers.

### **Equity**

The SHS Program has consistently emphasized the importance of equity in its work and applied an equity lens when developing the initial infrastructure of the program. The RFP, which was issued in August, 2021, contained strong language emphasizing the importance of equity in service provision for any eventual contracts and also awarded additional points for culturally specific service providers. The two culturally specific service providers who applied, both of whom are new to Clackamas County, were both awarded contracts. Opportunities to expand culturally specific services will continue to be furthered through additional procurement activities in the future.

Additionally, beginning in the second quarter the program will begin investing in capacity building for these culturally specific providers. SHS program staff will work with these organizations to

provide and finance training for their staff, including both HMIS and cultural competency/evidence-based practices training. Staff will continue to identify additional opportunities for further training opportunities and investment into capacity building for culturally specific providers as the quarter continues.



# Financial Expenditures

The Clackamas County LIP contained a projected budget and goals which were modeled on information at the time of creation with the estimated \$24.5M in revenue and programming beginning on July 1, 2021. However, subsequent findings after the adoption of the LIP indicated that the tax revenue would accumulate slower than originally anticipated and the majority of funding would be distributed to the counties towards the end of FY22. The budget in the LIP noted that the HACC budget had not yet been approved and that the budget in the LIP was subject to change during the budget approval process. Due to the new findings and the uncertainty of revenues from a new tax, an initial budget of \$10M was approved for FY22.

The Board of County Commissioners committed to taking up to a \$5M advance from Metro to begin the work of building the SHS program and committed to monitoring the cash flow as revenues would likely be slow to start with most revenue coming at the end of the fiscal year while expenses would initially accumulate faster than revenue. \$3M of this advance was received to fund the program beginning in the first quarter.

Additionally, the Board maintained its commitment to leverage additional funding sources by approving ARPA funding for the hotel/motel emergency shelter program. Taking this step will enable the SHS program to make significant progress towards fully implementing the LIP and its goals by shifting SHS funding previously allocated to that program to now providing new services. Program and system investments continue to be in alignment with the funding priorities in the LIP and the SHS team remains focused on reaching the numerical goals stated in the LIP as funding allows.

A revised budget incorporating the reallocated SHS funding after the ARPA funds were leveraged will likely be brought to the Board of County Commissioners in the early third quarter for review and adoption. Reporting for future quarters will include these final budgeted amounts. The funding received or leveraged for FY22 Q1 as well as the actual expenditures and executed contract amounts for community based organizations are detailed in Figure 1 below.

In the first quarter of FY22, the SHS Program had a large share of administrative costs focused on internal capacity building, stabilizing expiring programs, and procuring services to begin in the second quarter. Additionally, pre-measure program start-up costs for staffing, administration, and consulting contracts were carried over from FY21 as funding had not been received at that time. As

the program grows, administrative costs will represent a smaller proportion of expenditures as long-term rent assistance vouchers and new services resulting from RFP #06-2021 are rolled-out.

**Figure 1**

<b>FY22 Q1 Funding</b>		
Q1 SHS Measure Disbursements	\$716,351	
SHS Funding Advance	\$3,000,000	
Leveraged ARPA Funding <i>(Earmarked to cover the projected cost of the hotel/ motel emergency shelter program retroactively)</i>	\$2,234,455	
<b>Total Funding</b>	<b>\$5,950,806</b>	
<b>Expenditures</b>	<b>FY22 Q1 Actuals</b>	<b>FY22 Contracts</b>
FY21 Administrative Staffing Costs	\$88,522.29	
FY21 Programmatic Staffing Costs	\$60,244.63	
FY21 Administrative/Overhead Activities	\$264,386.75	
Housing Placement and Supportive Services		\$2,404,947
Emergency/Transitional Shelter	\$1,039,559.73	\$1,507,464
Short-term Rent Assistance		\$90,000
Administrative/Overhead Activities	\$6,043.00	
Administrative Staffing	\$60,737.66	
Programmatic Staffing	\$80,435.87	
<b>Total Expenditures</b>	<b>\$1,599,929.93</b>	<b>\$4,002,411</b>



# Program Outcomes

The SHS Program began making progress towards meeting its LIP goal for emergency/transitional shelter units in the first quarter of FY22. All 63 transitional and emergency housing/shelter units currently projected for FY22 were achieved in the first quarter. Progress toward other goals stated in the LIP will begin with the implementation of RLRA and roll-out of additional services beginning in the second quarter. Over the coming months and years as the SHS program expands and scales up to meet the needs of Clackamas County, we expect these outcomes to demonstrate the significant progress SHS programs and services will make in ending homelessness in Clackamas County.

The new services rolling-out in the second quarter will place approximately 200 households into permanent supportive housing in FY22. This is 19% of Clackamas County’s eventual contribution of 1,065 placements towards the region’s goal of 5,000. The newly leveraged ARPA funding and subsequent reallocation of SHS funds will enable the program to expand beyond this and likely achieve the LIP’s Year 1 goal of 250 placements – 23.4% of the County’s total goal just in this first year. Below is a summary of projected progress towards the Year 1 numerical goals (Figure 2) stated in the LIP based on currently executed contracts and internally projected RLRA progress. These figures will continue to be updated to reflect progress, newly executed contracts, and internal projections as the fiscal year continues.

**Figure 2**

<b>Projected Progress Towards LIP Year 1 Goals</b>	<b>Projected Number Served in FY22</b>	<b>LIP HH/ Units Goals</b>
Supportive Case Management (HH)	205	200
Long Term Rent Assistance (HH)	200	250
Short Term Rent Assistance (HH)	10	130
Housing Placement/Navigation (HH)	102	200
Emergency and Transitional Shelter/Housing (Units)	63	65

## Program Population

In the first quarter, Serenity and Haven Houses and the Hotel/Motel Emergency Shelter program provided shelter to a combined 140 households. These are primarily single-family households and 96.4% have been identified as Population A and 3.6% as Population B. The contracts procured in the first quarter of FY22 will serve households spread across three time-limited and temporarily funded programs beginning in the second quarter. Participants currently in the hotel/motel emergency shelter program will be transitioned to permanent supportive housing through a combination of navigation/placement services, supportive housing case management, and long-term rent assistance. Participants currently in the Metro 300 and ESG-RRH programs, while already housed, will now have permanent supportive housing through the addition of supportive housing case management and long-term rent assistance.

A summary of the population served in the first quarter and the population to receive services beginning in the second quarter can be found in the appendix. The SHS Program continues to build its data collection system to incorporate a variety of more specific reporting categories and procedures in collaboration with Multnomah and Washington Counties and our community based partners. Additional reporting on outcome metrics will be available beginning in the second quarter and beyond as the program continues to new roll-out services to households. These reporting categories will align with our Tri-County partners to ensure consistency in reporting programmatic outcomes for the region as a whole.

# Tri-County Coordination



Clackamas County is committed to Tri-County coordination and regional approaches that strengthen our system of care and better serve our community. While local programs are nimbler and more responsive to local needs, regionally consistent programs can leverage larger outcomes and improve quality of care and housing solutions. Program coordination is already extensive between the three Counties, and the work is expected to continue growing. This coordination work will be guided by the future Tri-County Planning Body as soon as the charter and membership are established. Here is a brief outline of the work to date:

**Regional Long-term Rent Assistance:** The RLRA program has been established with regionally consistent policies that allow for local application of the program. An RLRA workgroup has convened for more than six months to develop the policy framework, in partnership with Metro. Each County aligns the RLRA program as needed with their local service programs to meet the priority needs of their local community, and a regionally consistent voucher provides partnering landlords, case managers and tenants with a consistent experience across the region.

**Culturally Specific Capacity Building:** The three counties are committed to supporting capacity expansion for culturally specific organizations to better serve the diverse and culturally specific needs of our community. The Counties also recognize that emerging non-profit organizations do not have the capacity to work with three governmental jurisdictions at the same time. To support the needs and help grow the capacity of culturally specific organizations, a workgroup of Tri-County staff is convening to coordinate outreach, technical assistance, and ultimately propose a coordinated culturally specific capacity building program for organizations in any of the three counties.

**Data and Definitions:** A Tri-County workgroup was also convened to support the development of regionally consistent definitions, demographic values, and data research including the Point In Time Count. This group has recommended the transition to regionally consistent demographic values building off the best practice of RealD, and a regionally consistent definition for “at risk of chronic homelessness” which was necessary to ensure consistent application of the Population A and Population B definitions in the measure.

**Coordinated Procurement:** A Tri-County coordinated Request for Program Qualifications (RFPQ) process is planned for the second quarter. The coordination of procurement will create a centralized

process and regional standards in procurement to reduce barriers to entry for smaller organizations and help organizations easily expand their work across County boundaries. The release of a Tri-County RFPQ is targeted for the end of 2021.

**Supportive Housing Risk Mitigation Fund:** The work of supporting landlords across the region will also benefit from regional coordination, as many landlords own property in more than one of the three counties. A risk mitigation fund to support landlords who participate with RLRA and other SHS programs is planned for implementation in the first year of the SHS program and the three Counties are working together on the procurement provision and funding of this important program.

A hand is shown holding a dark wooden silhouette of a house with a chimney, a four-pane window, and a door. The background is a warm, golden sunset or sunrise over a field. The title 'Concluding Remarks' is overlaid in white text on the bottom left of this image.

# Concluding Remarks

The passage of the Supportive Housing Services Measure has presented a tremendous opportunity to expand the breadth and scope of supportive housing services throughout Clackamas County. While there have been fiscal challenges as the region gains a better understanding of how the measure's tax revenues will be collected, staff have worked diligently to ensure that the SHS Program will still meet its projected goals stated in the LIP to the best of its ability.

Clackamas County is committed to enhancing the program's capacity and ability to contract and manage new programs, which will house and bring new services to hundreds of residents. Throughout the first quarter and the remainder of this first year, the county is laying the foundations for future procurements and contracting, enhancing internal capacity by hiring and training additional staff, and building internal administrative infrastructure for program administration and reporting. Focusing on these efforts will enable the SHS Program to rapidly execute new contracts and expand services beginning in the second year.

The county is also committed to capitalizing on opportunities to expand and enhance our work with culturally specific service providers. Future work will continue to operate first and foremost with an equity lens to ensure that new services reduce the disparities which currently burden communities of color and historically marginalized communities in Clackamas County. Future procurement opportunities will emphasize equity and opportunities to partner with culturally specific service providers will be prioritized. One of the primary goals for the implementation of the SHS Program is to build a robust network of culturally specific service providers which manage programs for residents of communities of color and historically marginalized communities.

# Appendix: Quarterly Population Breakdown

## FY22 Q1 Emergency/Transitional Shelter Population Breakdown

### Q1 Emergency/Transitional Shelter - Population A/B



### Q1 Emergency/Transitional Shelter Population - Ethnicity



### Q1 Emergency/Transitional Shelter Population - Race



## FY22 Q2 Housing Placement/Supportive Services/RLRA Projected Population Breakdown

### Q2 Projected Population - Ethnicity



### Q2 Projected Population - Race

