WASHINGTON COUNTY
OREGON

Department of Housing Services | **Supportive Housing Services**
Quarter 2 Report | October 1, 2021 - December 31, 2021

Overview:

Washington County's Supportive Housing Services (SHS) program continues to rapidly launch and implement new housing and homeless services programs in partnership with our community-based service providers. At the 6-month mark in our first year of implementation, the Department of Housing Services is focused on supporting and strengthening new systems, partners, and procedures to ensure a strong foundation for this 10-year program aimed to create housing stability for thousands of Washington County community members.

The most critical work underway continues to be the careful implementation of our Housing Case Management Services (HCMS) in conjunction with the Regional Long Term Rent Assistance (RLRA). Together, these programs are working to create hundreds of new supportive housing placements for people who have been stuck in homelessness for years and experience complex disabling conditions. Our community partners continue to hire new staff, build new programs, develop new data and financial management procedures, and learn new skills in case management services. This work is the foundation of Washington County's SHS program and the source of housing stability for so many of our community members in need.

In addition to these two crucial programs, the SHS program has significantly expanded emergency shelter options across the County this quarter, adding 187 winter shelter beds through the harshest months of the year, and an inclement weather shelter program that ensures no-turn-away capacity during dangerous weather events. These programs may not result in stable housing outcomes directly, but they are life-saving services and critical to keeping our unhoused neighbors safe, while helping them connect to case managers and services that will lead to stable housing.

After 6 months of program development and implementation, the SHS program in Washington County has established a strong foundation and is connecting people to housing options every day. SHS programs underway represent sufficient capacity to meet the need for supportive housing in Washington County, and significant new capacity to meet emergency sheltering needs. Looking forward, the SHS program will work to create permanent year-round shelter programs, expand services to meet more kinds of housing needs, and continue to provide training supports to our community-based partners to strengthen data, financial, and program management practices. These continued investments will ensure strong housing outcomes and program accountability for our community.

New Programs Launched:

In the second quarter, the SHS program added two new programs consistent with our Local Implementation Plan – Winter Shelters and Inclement Weather Shelter Response. While these programs were previously operated through our Continuum of Care, they lacked stable funding sources, or any

funding at all, and relied heavily on our faith community and volunteers to operate during the winter months.

With new SHS funding, these shelter services are now operating with fully funded contracts, sufficient staffing capacity, and connections to housing placements through our HCMS program. However, it is important to underscore that winter and inclement weather shelter programs are a stop-gap solution, meant to address life and safety needs during the harshest weather months of the year. Washington County's SHS program goal is to identify permanent sites to host capacity for at least 250 people to access some form of shelter, year-round. The work of creating permanent shelter infrastructure is further described in the 'Programs and Systems Expansion Planned' section of this report.

Winter Shelters

Starting November 15, 2021, the SHS program opened 187 additional slots of shelter capacity through the winter months, at least until March 15, 2022. The Department of Housing Services partnered with service providers to operate three congregate settings serving single individuals and manage multiple hotel-based shelter programs serving families and medically fragile adults. The goal of this expanded shelter capacity is to provide life-saving shelter during winter months and connect people to housing resources with the new HCMS and RLRA programs. Washington County's winter shelter capacity through winter 21/22 is as follows:

- Cloverleaf Hillsboro, operated by Open Door – 50 beds for adults
- Beaverton Community Center, operated by Just Compassion – 30 beds for adults
- Just Compassion Center Tigard, operated by Just Compassion – 20 beds for adults
- Various motels operated by Project Homeless Connect – 37 rooms for medically vulnerable adults
- Various motels operated by Family Promise of Tualatin Valley, Family Promise of Greater Washington County, and Boys and Girls Aid – 50 rooms for families and youth

Inclement Weather Shelter Response

The SHS program also initiated an inclement weather shelter response system to ensure no-turn-away shelter capcity during dangerous weather events. Inclement Weather Shelters are activated when weather conditions create an immediate danger for unhoused people. Inclement weather shelters "pop-up" through the weather event and operate on a "no-turn-away" basis to ensure everyone seeking a safe place to sleep has access. In addition to winter weather conditions, the inclement weather shelter response will also be activated during weather events such as heatwaves and toxic air conditions.

The new repsonse system was activated during the 2021 holiday winter storm for 9 days from Saturday, December 26, through Monday, January 3. Providers operated two shelter sites as inclement weather shelters, expanding capacity at the Beaverton Winter Shelter and opening a shelter at the former Salvation Army Thrift Store (located in Hillsboro). Activation included 24-hour shelter services, transporation support to ensure safe access during the hazardous conditions, and daily communication coordination with public safety, hospitals, outreach workers, and other shelter programs. During the week of winter weather, the shelters served between 16-58 people per night, and a total of 88 individuals.

Systems and Equity Investments:

Systems and Equity Investments in the second quarter focused primarily on work we began earlier in the year. The SHS program continues to support and strengthen the training programs for new housing and shelter workers, improve procedures in support of our modernized Community Connect system, and support our partners launching new housing programs. In addition to the continuation of these first investments, the Department of Housing Services has expanded our systems and equity investment work in the following ways:

- Launched a cohort to support capacity building of culturally specific organizations providing services through the SHS program.
- Launched a Tri-County Request for Programmatic Qualifications (RFPQ) in partnership with Clackamas and Multnomah Counties to expand our network of eligible services providers in all areas of service provision, working in all areas of the region, with one application process.
- Expanded the role of the Homeless Plan Advisory Committee (HPAC) to include guidance and oversight of SHS programs. The committee also agreed to increase meeting frequency and use a third-party facilitator to provide more inclusive engagement.

Financial Update:

The second quarter financial report again demonstrates the early building work of this new regional program. Tax collection has not yet yielded significant revenues, making the Washington County interfund loan necessary to launch new programs. Additionally, while contracts and advances have been made to services providers, receipts reflecting the work of these new programs have not yet been received. After only 6 months of operations, it is clear that program revenues and expenditures have not yet normalized enough to provide meaningful financial analysis. Of note this quarter, the program budget has been clarified to include a Regional Investment “Strategy Fund”, “Program Reserves”, and

"Economic Stability Reserves", all consistent with the terms agreed to in the Intergovernmental Agreement.

Revenues		
	Revenue received	1,415,739
	Interfund loan	12,500,000
	Revenue projected	*38,329,500*

Expenditures			
Program	**Budgeted**	**Allocated**	**Actuals** *(includes advances)*
Shelter services	6,000,000	5,746,855	1,116,103
Housing and support services	8,433,525	6,630,130	1,609,692
Housing financial assistance	5,250,000	4,375,000	339,630
Systems and capacity building	4,200,000	200,000	150,000
Regional Investment Strategy Fund	1,916,475	1,916,475	-
Program operating costs	3,454,663	3,003,932	1,177,584
Totals	**29,254,663**	**21,872,392**	**4,393,009**

Reserves		
	Program reserves	5,000,000
	Economic stability reserves	2,934,837
Totals		**7,934,837**

Data Outcomes Report:

Similar to the quarterly financial update, the quarterly data outcomes report also demonstrates the early state of program development and limitation of data to meaningfully describe program implementation after 6 months. However, the process of preparing this data outcomes report has helped staff to clarify systems and procedures still needed to improve data reporting with our community partners and fully capture the impact of Washington County's SHS program work. In Washington County, most partners are learning new data reporting requirements in addition to building new housing case management programs. This work is difficult to capture with data alone, though a full outcomes report is provided in the appendix.

The most significant outcome demonstrated in the second quarter is the expansion of Supportive Housing capacity. This capacity was made possible through the Housing Case Management Services (HCMS) and the Regional Long-term Rent Assistance (RLRA) programs, working together to create as many as 740 additional Permanent Supportive Housing (PSH) placements with current contracting capacity. In the second quarter, our partners have established their programs by hiring and training staff capable of providing supportive housing services for an additional 490 placements. These partners have also enrolled 144 participants into supportive housing programs, actively working towards housing placement. While these data points do not yet reflect housing placements realized, they do reflect

significant expanded capacity and work underway to create housing placements for people who are experiencing chronic homelessness.

Finally, the Regional Long Term Rent Assistance (RLRA) program has fully launched. Formerly homeless households who were placed prior to the SHS program into housing with temporary rent assistance programs, such as Metro 300, have now been transitioned to RLRA to ensure their permanent housing stability. The RLRA program has **94 permanently housed participants** at the end of the second quarter, a figure that is expected to climb quickly over the next 6 months. Washington County's SHS program is still working towards its ambitious goal of ending homelessness for 500 households through the RLRA program by the end of the year.

SHS Goal – Year 1		Capacity built to date	Outcomes to date
Supportive Housing Placements for Population A	500	490	94
Housing Stabilized for Population B	500	100	19
Year-round shelter capacity added	100	102	102

Programs and system expansion planned:

While the second quarter of program implementation focused on strengthening new systems and programs, there are many elements of program expansion planned for the third quarter. To date, SHS programs have mainly served Population A households—people who experience, or are at risk of experiencing, chronic homelessness. For the second half of the year, the SHS program will work to launch and support new rent assistance and case management programs that primarily serve Population B households– households that need temporary supports to achieve housing stability.

Additionally, the program will begin to focus on our long-term goal of creating permanent sites for at least 250 year-round shelter beds or alternative shelter placements. This work will require significant partnership with the community, other funding sources, and our city partners. Program expansion planned for the third quarter includes:

Rapid Rehousing and Resolution – The SHS program will expand capacity for case managers and rent assistance to serve households that need short-term or temporary supports to achieve housing stability for up to 400 households. This program will provide housing placement supports, rent assistance for 2 to 24 months, and case managers to navigate other services and ensure long-term housing stability beyond the program. The services will be modeled off national best practices in rapid rehousing (RRH) programs and leverage under-utilized federal RRH funds in Washington County. The case management services will be provided by community-based organizations and monthly rent assistance will be processed by the Department of Housing Services, much like the HCMS and RLRA programs work together.

In addition to a RRH program, Rapid Resolution will provide one time and short-term financial assistance for households who are seeking eviction prevention or move-in support only. This program focuses on financial assistance and will be accessed by case managers throughout the system, as well as community health workers from other partner systems. These funds will work in partnership with federal and state eviction prevention funds, to ensure that all Washington

County housing resources are fully utilized, and households have access to flexible financial assistance that is often not available through federal programs.

Community Guidelines and Capital Investments for Shelter Programs – The Washington County SHS program met its Year 1 goal to expand shelter capacity with at least 100 year-round beds; however, these programs are utilizing Project Turnkey and Affordable Housing Bond sites that will ultimately be reprogrammed for permanent housing. The Department of Housin Services will still need to site capacity for 250 permanent shelter placements to meet our overall SHS program goals.

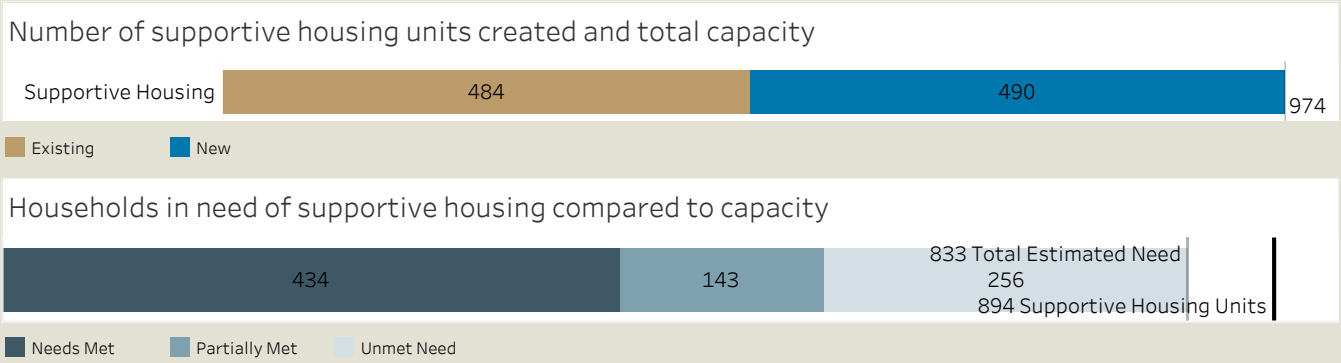
Early in the third quarter, the SHS program will launch a series of engagement activities across Washington County to begin discussing the need for year-round shelter in our community, while gathering feedback to help inform our community guidelines for expanding and locating future shelter programs. This series of community engagement is aimed to help build community understanding of shelter programs and support the work of identifying sites for permanent shelter programs.

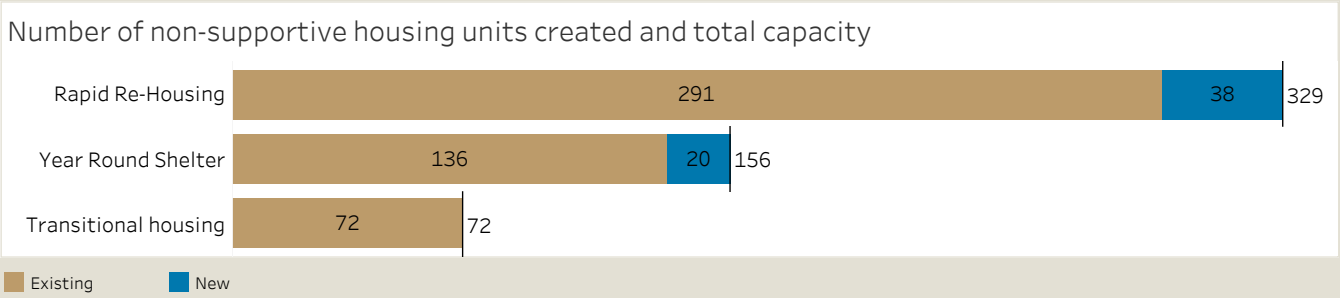
In addition to siting suitable locations, capital investments will be needed to prepare sites for shelter program operations. The SHS program aims to create many types of shelter programs, including alternative shelters such as pod villages or safe parking programs. All of these programs will require sites with suitable zoning, access to utilities, and facilities for service provision. The SHS program intends to create a capital fund for shelter development. The fund will provide gap financing in support of the overall construction needs to help launch permanent shelter programs. Additional capital funding will also need to be pursued through federal and state resources and in partnership with city jurisdictions.

Embedded Housing System Navigators – Finally, the SHS program is excited to launch a new pilot partnership to locate Housing System Navigators in five separate Health and Human Services (HHS) programs. These new workers will be supported by community-based housing service providers with housing expertise and experience accessing housing resources. The workers will be placed inside existing teams of case managers working in HHS programs to leverage existing capacity and relation-based services. Their role will be to bring expertise and resources to their HHS teams to support existing case managers working on housing stabilization plans for their existing clients. With further program development, the SHS program hopes to expand this pilot program to other partner systems such as Community Corrections and Education.

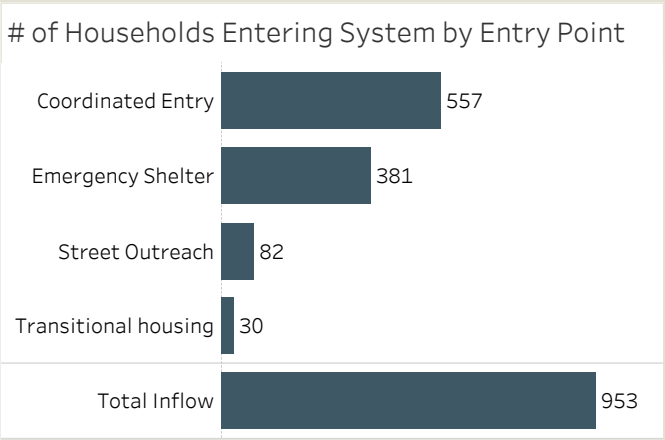
Appendix: Quarterly Systems Outcomes Data Report

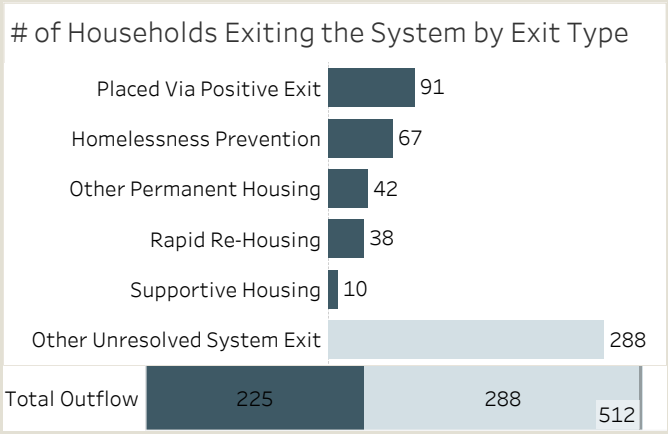
System Capacity

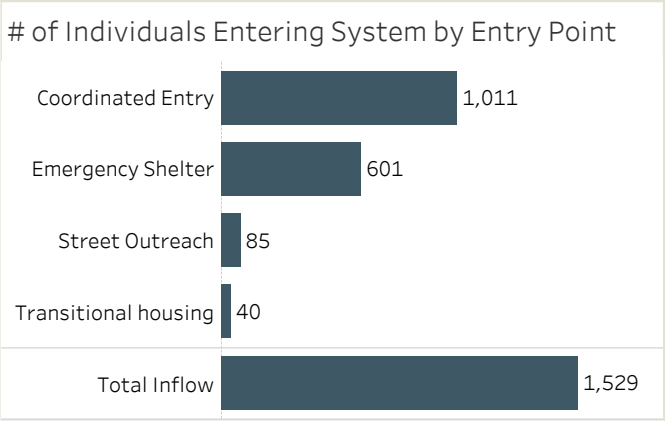


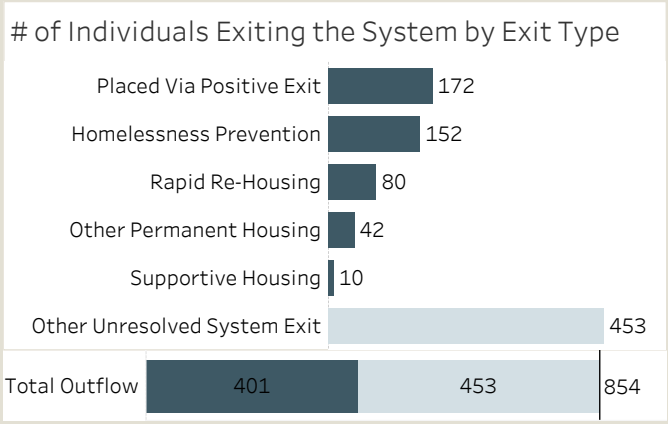


Programmatic Inflow and Outflow



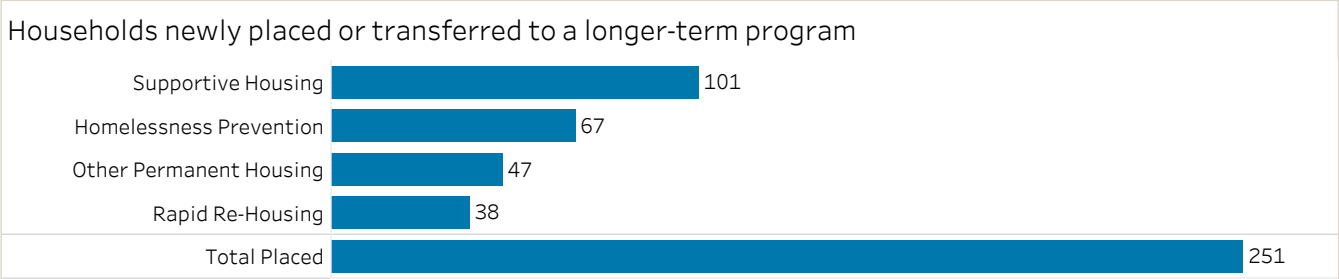




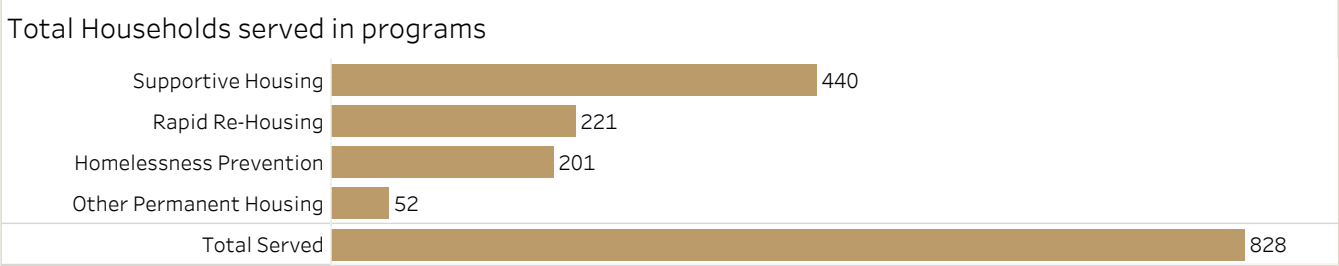


Number of Households with housing placements and homelessness preventions

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

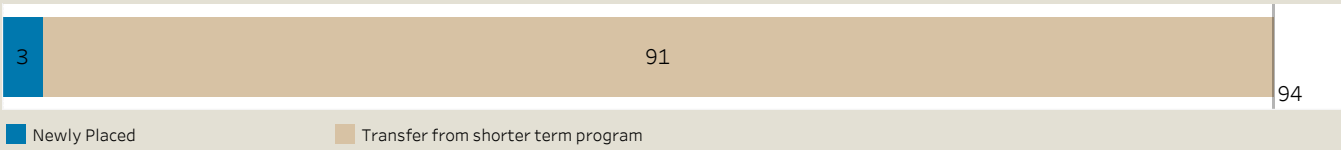


Note: The Supportive Housing and Other Permanent Housing placement numbers include 96 households who were previously housed via a shorter term program that ended. These households were transferred into longer term housing programs, allowing the households to retain their housing.



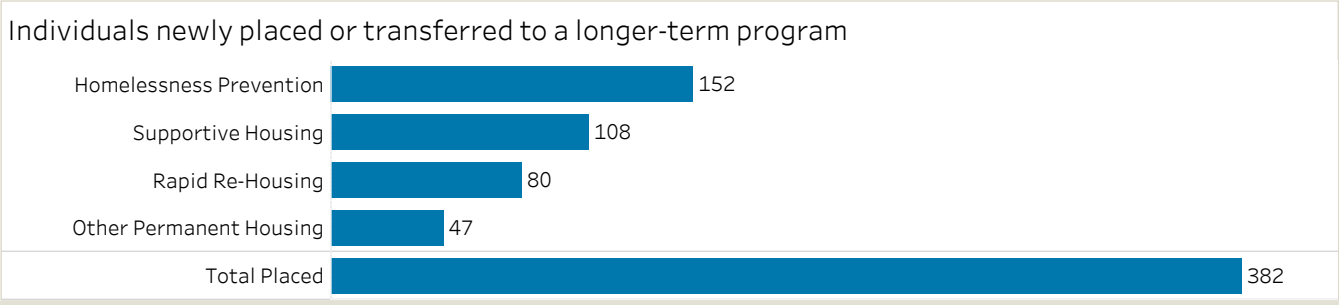
Households newly housed and retained in projects during the reporting period. Households in permanent housing projects must have a valid housing move-in date.

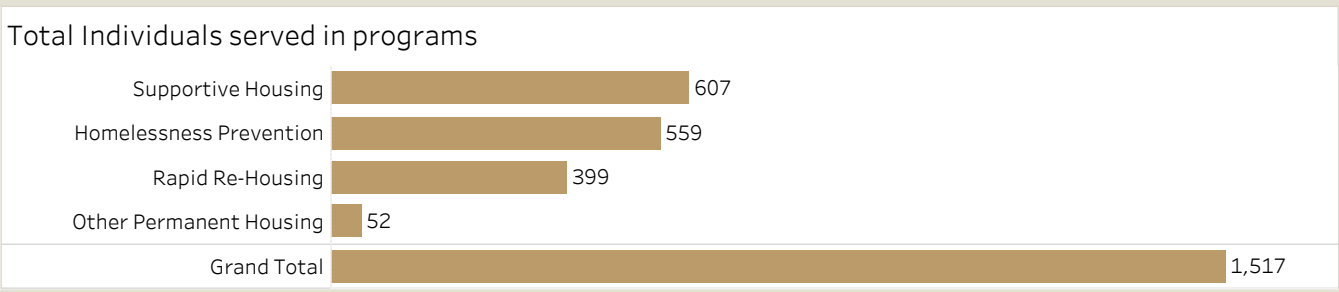
Number of Households placed into the Regional Long-term Rental Assistance Program (RLRA)



Number of Individuals with housing placements and homelessness preventions

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





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. For CES, entries are assumed closed after 180 days even if no exit date. For SO, entries are assumed closed after 2 years if no exit.

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.

% of Households Returning to Homelessness Services	
5.3%	
Households Returning to Services within 2 years	138
Households Exiting Services in the Last 2 years	2,623

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, or if they return to RRH or PSH more than 30 days after exiting to a PH destination.

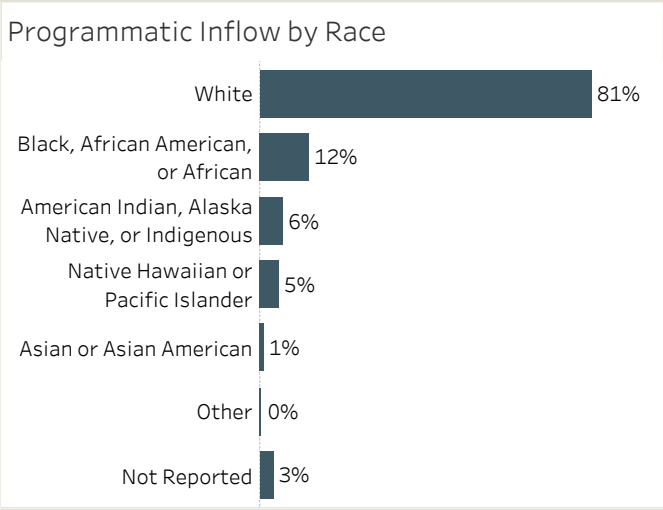
Individual Returns to Homelessness Services

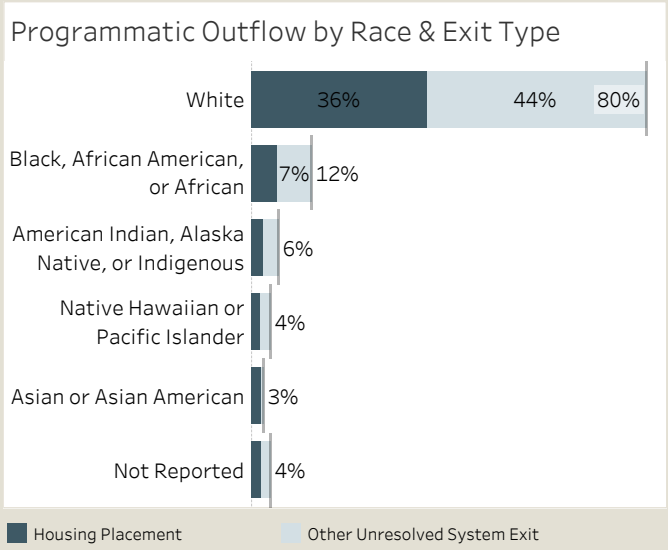
Individuals who exited the homelessness services system to a permanent housing destination, and returned to the homelessness services system within two years of exit.

% of Individuals Returning to Homelessness Services	
3.4%	
Individuals Returning to Services within 2 years	215
Individuals Exiting Services in the Last 2 years	6,348

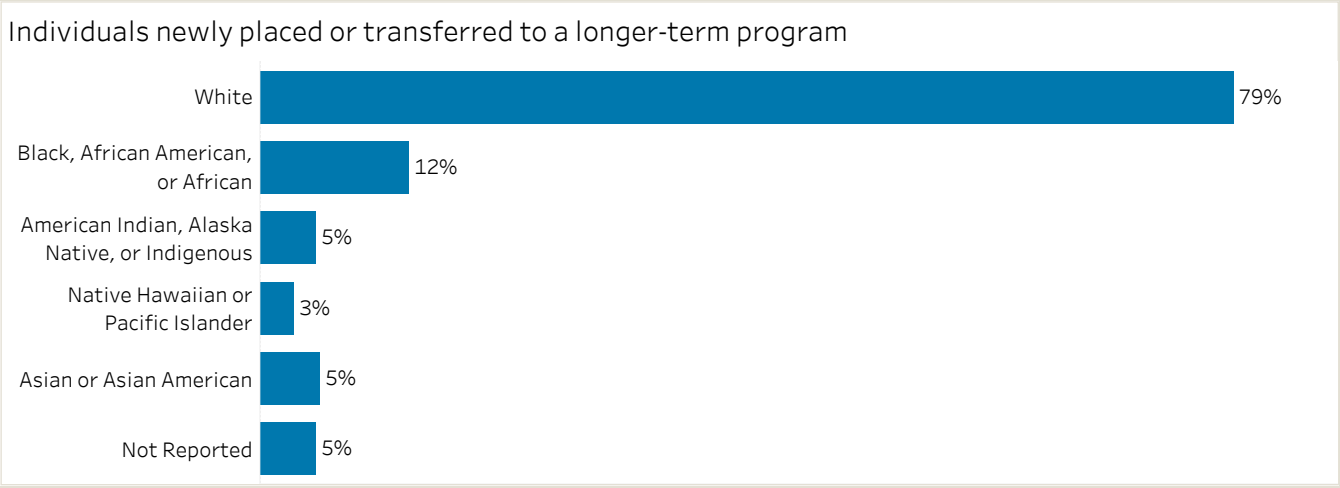
Breakdowns by Race

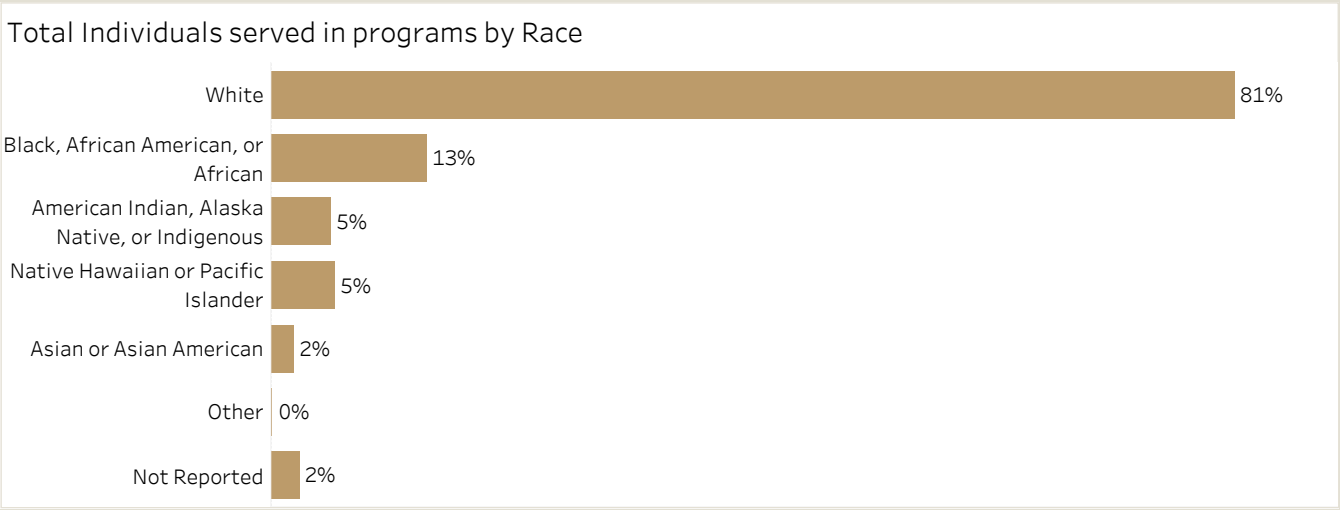
Inflow & Outflow





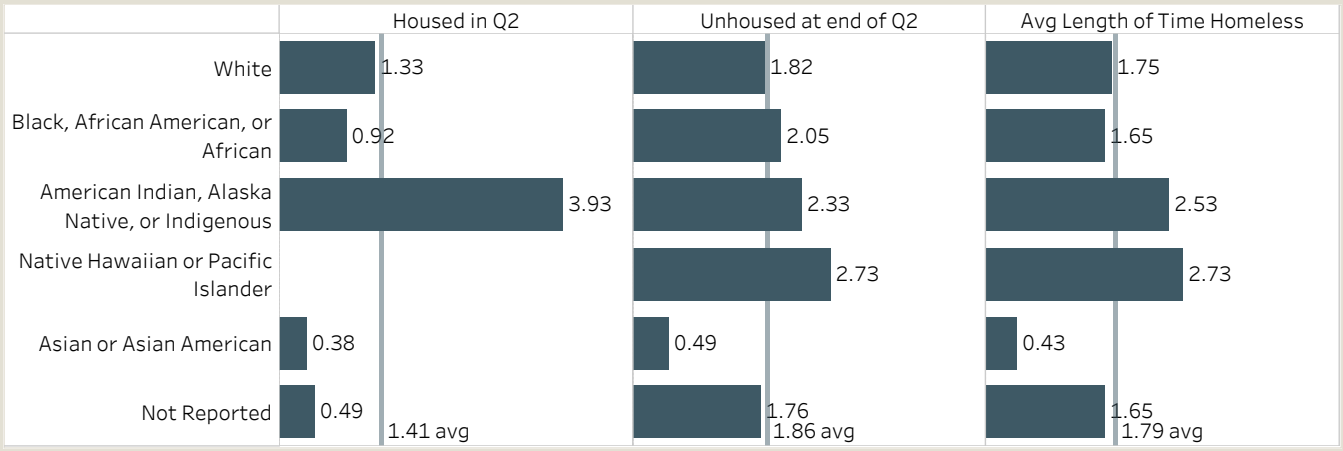
Populations Served

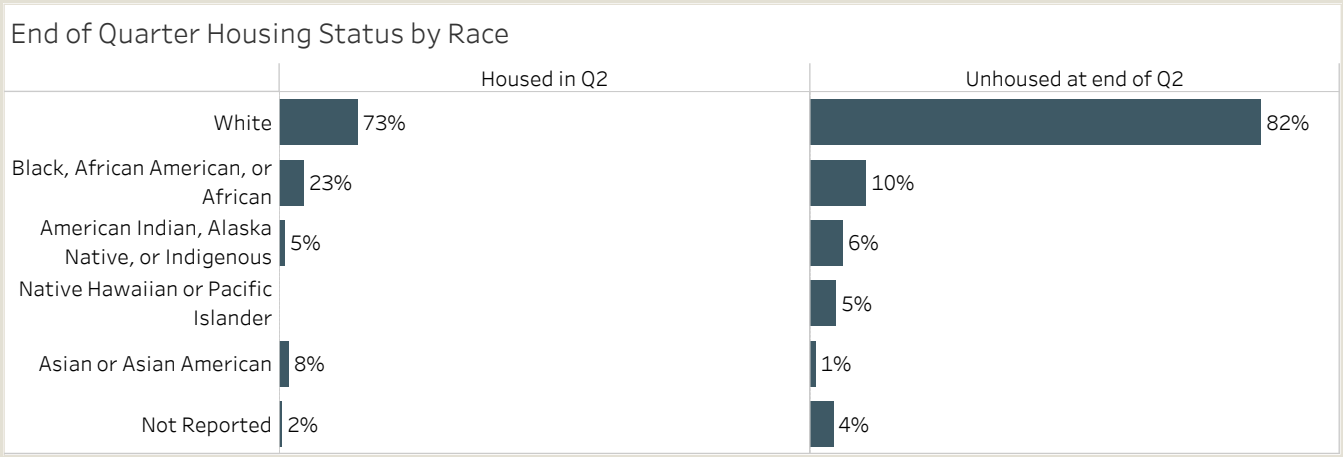




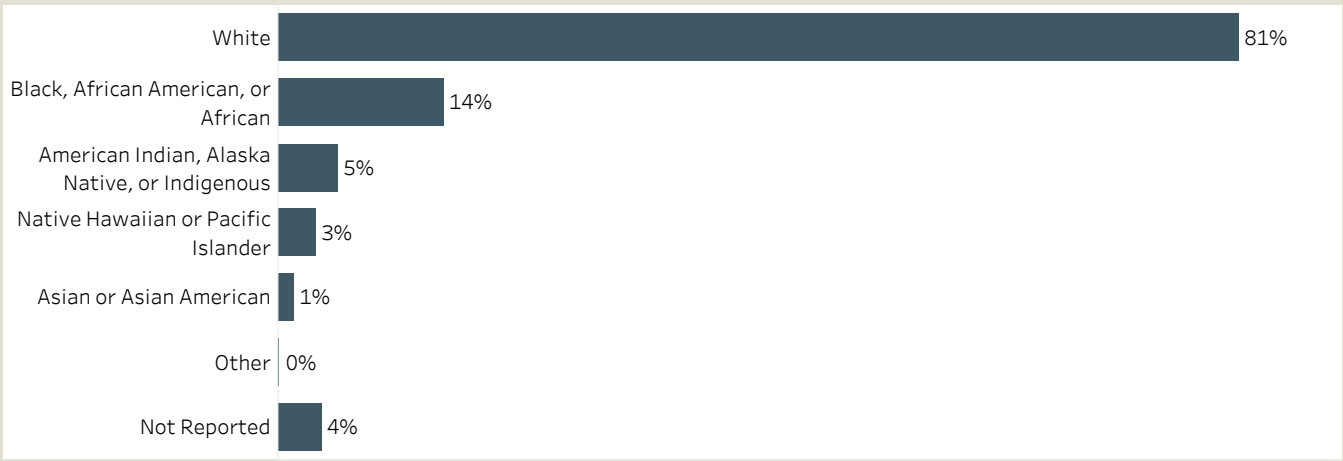
Breakdowns by Race, continued

Length of Time Homeless (in years)



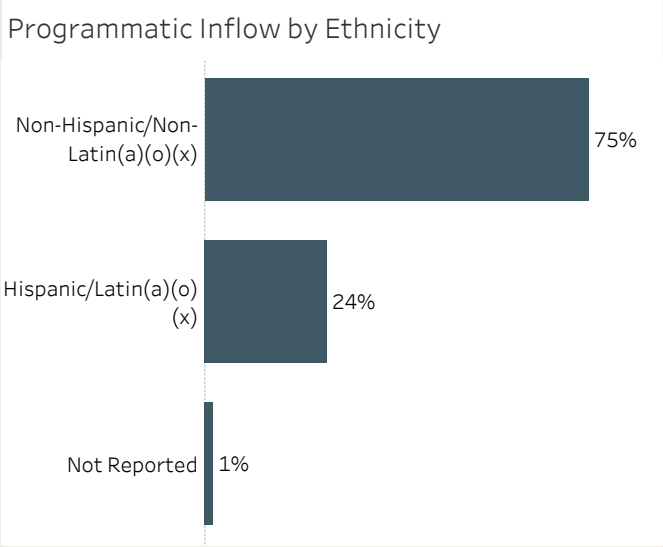


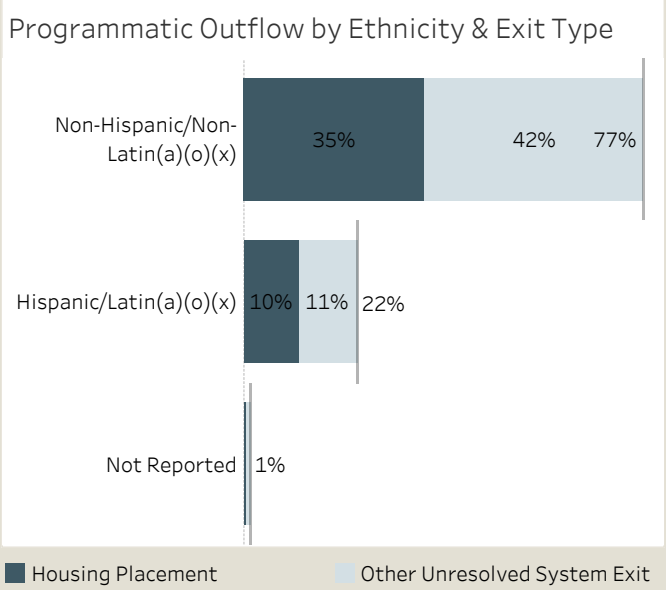
Number Returning to Homeless Services



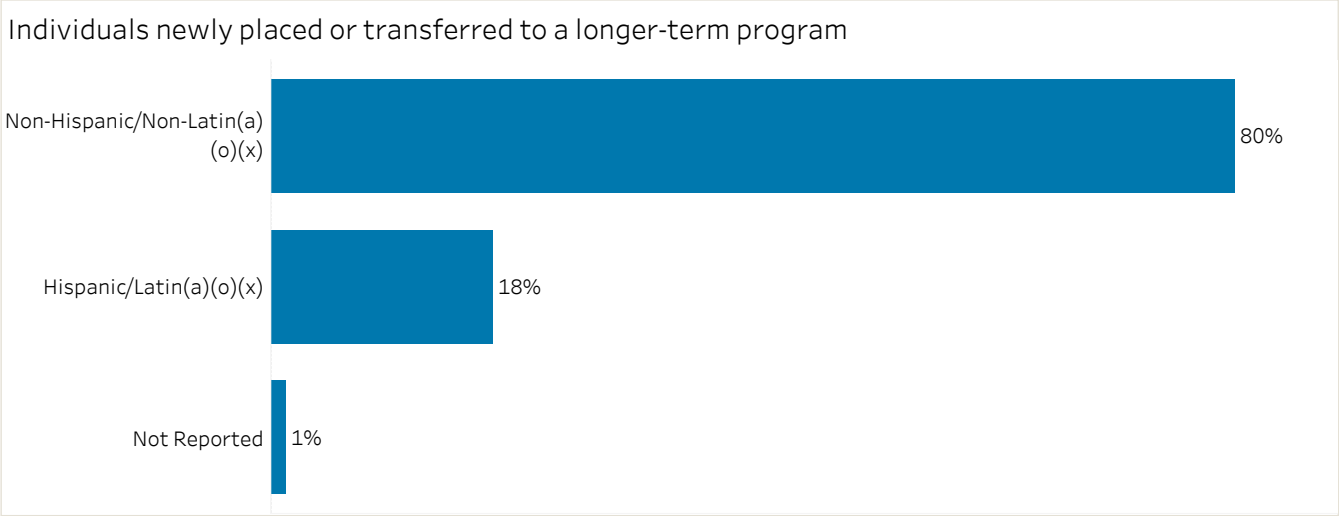
Breakdowns by Ethnicity

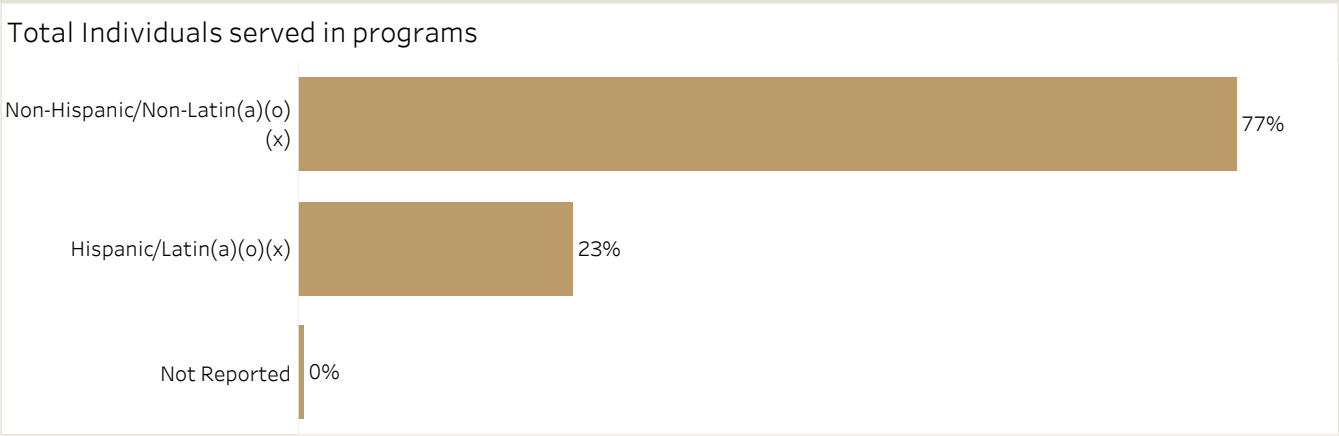
Inflow & Outflow





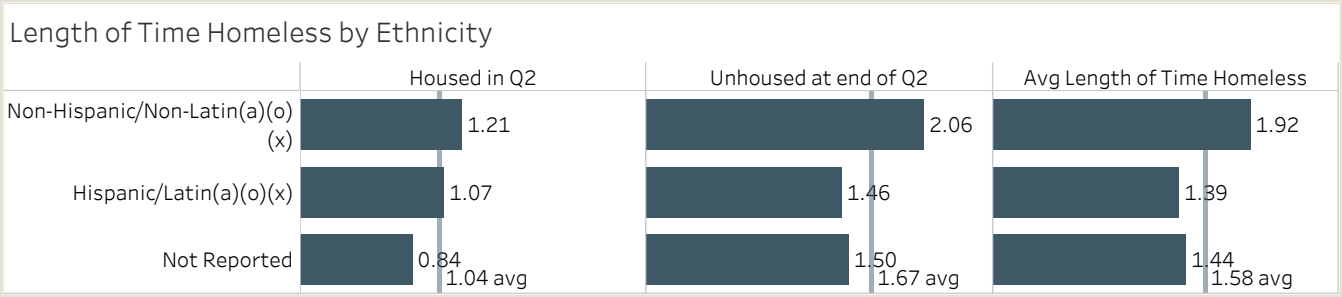
Populations Served

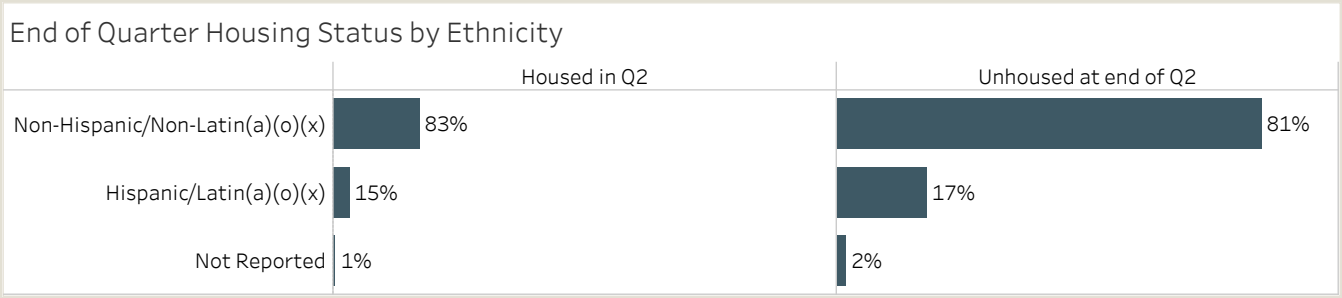




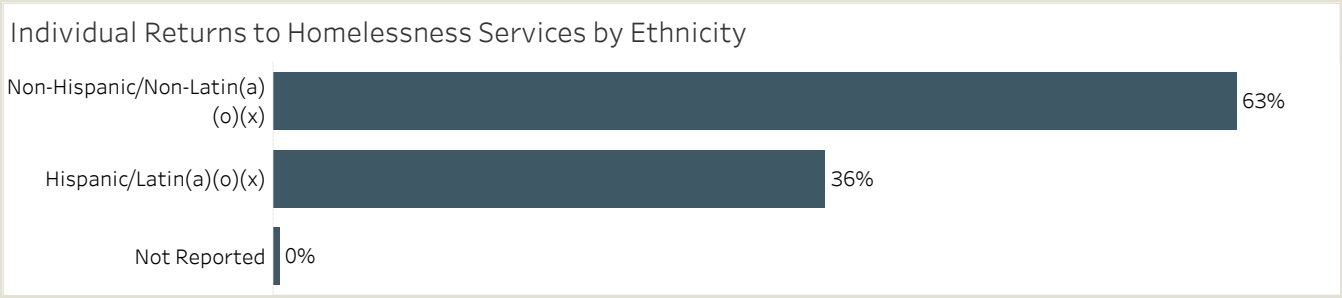
Breakdowns by Ethnicity, continued

Length of Time Homeless (in years)



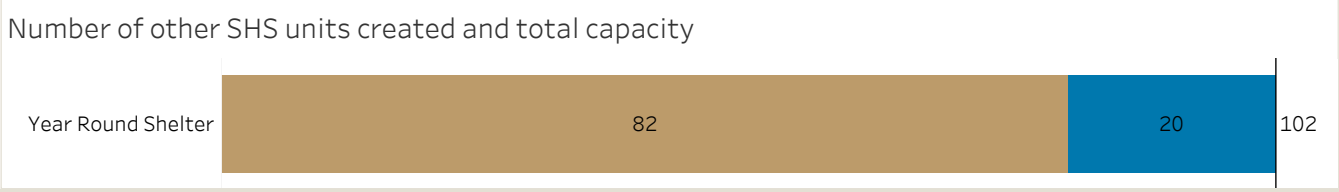


Number Returning to Homeless Services



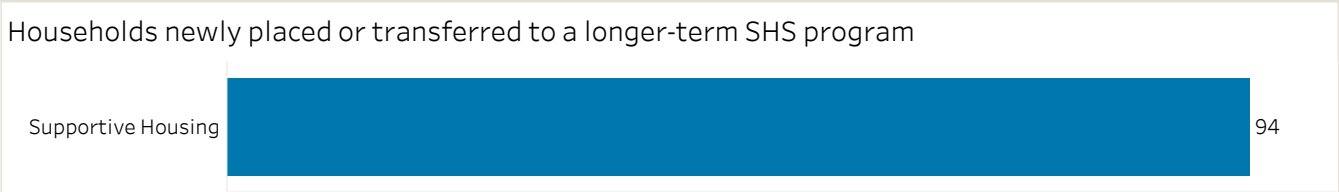
SHS Outcomes

SHS Capacity



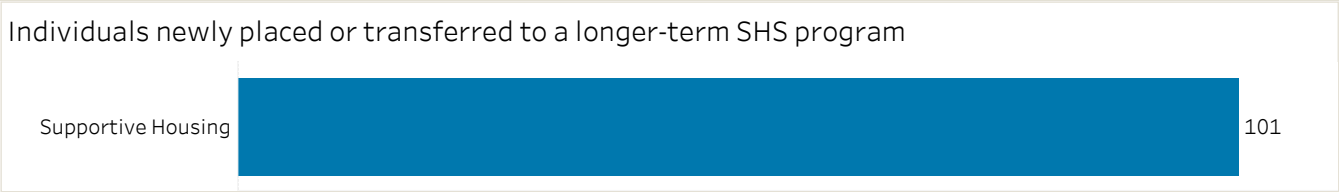
Number of Households with SHS housing placements and homelessness preventions

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



Number of Individuals with SHS housing placements and homelessness preventions

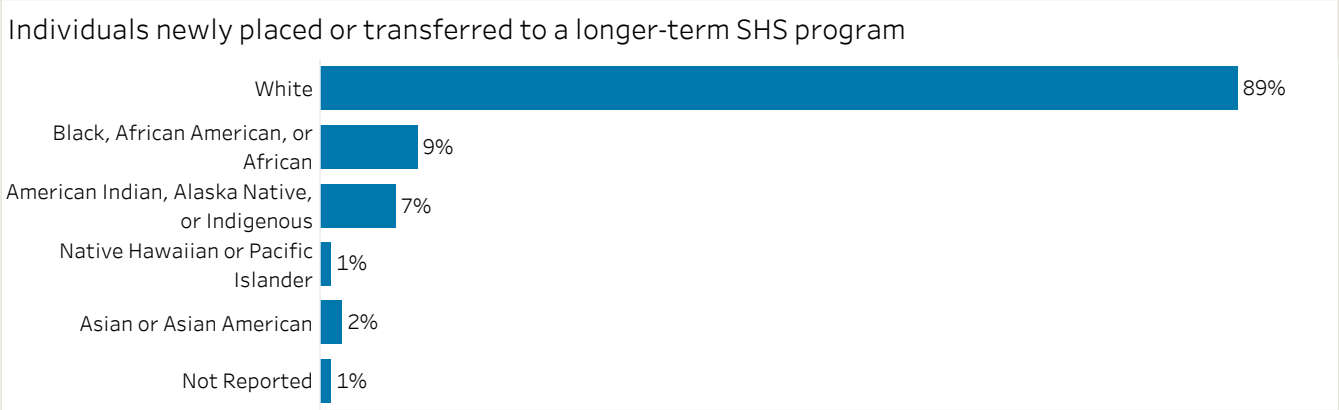
Number of housing placements and homelessness preventions, by housing intervention type (e.g. supportive housing, rapid rehousing).

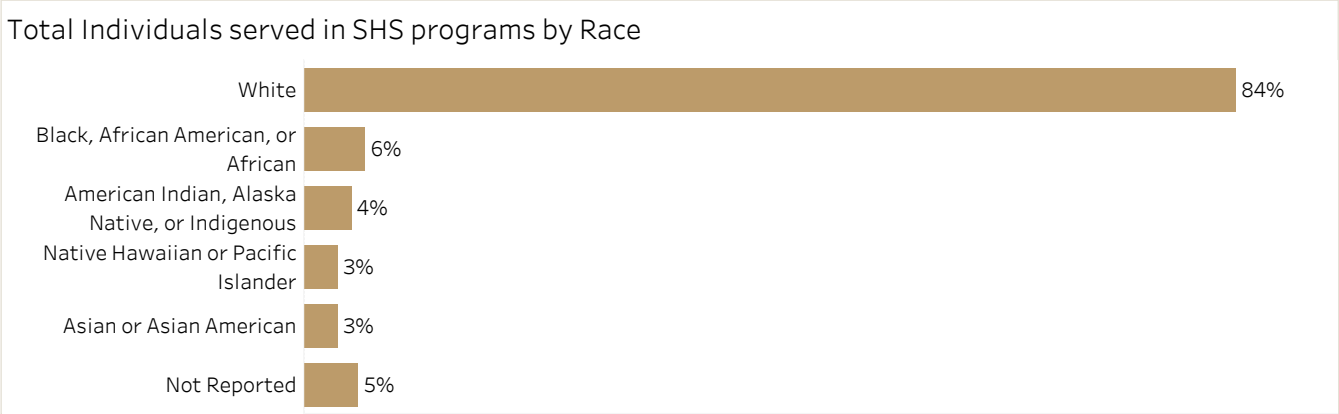


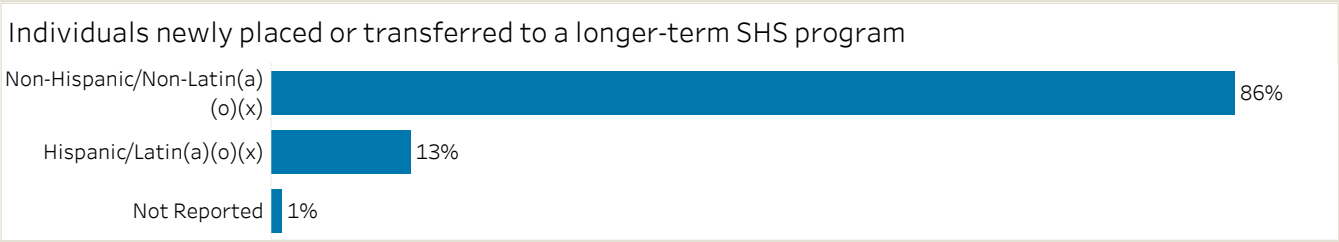
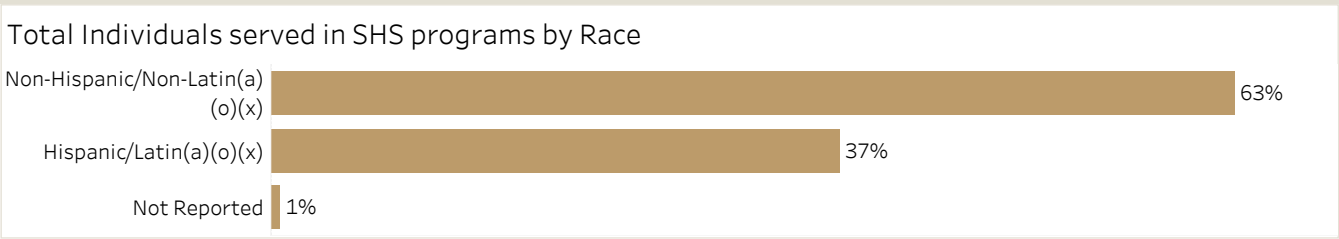
SHS Outcomes by Race & Ethnicity

Number of Individuals with SHS housing placements and homelessness preventions by Race

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





Number of Individuals with SHS housing placements and homelessness preventions by Ethnicity

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