

**Regional Supportive Housing Services Oversight Committee  
Supplemental Materials following July 26, 2021 meeting**

This packet includes communications referenced during the Committee's July 26, 2021 discussion of the Clackamas County housing services budget.

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**I. Email from HereTogether to SHS Oversight Committee co-chairs & elected delegates and Metro staff  
Regarding Clackamas County budget**

From: Angela Martin <[angela@heretogetheroregon.org](mailto:angela@heretogetheroregon.org)>  
Date: 7/21/21 4:27 PM (GMT-08:00)  
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Subject: [External sender]Letter for Metro SHS Oversight leaders

Councilor Lewis, Patricia, Susan and Kathy,

I hope you are all well.

I'm writing today to elevate concerns about Clackamas County's recent decision to deviate from the Local Implementation Plan and replace it with a significantly scaled back year one budget (\$10 M vs \$24 M) and plan developed without community or stakeholder input.

The Clackamas County Local Implementation Plan (which was approved by the County Commission and Regional Oversight Committee) was celebrated by local providers, advocates, and the entire HereTogether coalition as a strong foundation for meeting the racial equity and priority population goals required by the measure. It is unclear how or if the current plan will adhere to those same goals.

As leaders in Metro's Supportive Housing Services program, we believe that you have a key role to play in governance. In that role we hope you will, at the very least, take up the question of what represents a departure from an approved plan and what the process is for review and/or oversight.

I am writing to urge you to add this to the agenda of the upcoming Regional Oversight Committee meeting.

Attached is a letter signed by many service providers serving Clackamas County, which outlines a number of the concerns. Melissa Erlbaum (cc'd) is Executive Director of Clackamas Women's Services and can provide details on some of the specific issues providers have been facing. I would be happy to speak with you at any time to share more details as well.

Thank you for your prompt attention to this matter.

Angela Martin

p.s. Also cc'd on this thread are the elected representatives to the Oversight Committee, Commissioners Fischer, Jaypal and Chair Harrington.

Angela Martin  
Executive Director  
HereTogether  
503-810-9770

## **II. Letter from Clackamas County service provider organizations to Clackamas County staff regarding county budget (attached to HereTogether letter, 7/21/21)**

July 19, 2021

Gary Schmidt, Rod Cook and Jill Smith,

We are writing today to express our concern about decisions that are being made that will effectively replace the County's Local Implementation Plan with a vastly scaled back budget and yet to be shared plan that is being developed without community provider input. We are concerned that this has impact on community trust as well as the spirit and the letter of the law of the SHS program. We have concerns about how this will impact our ability to deliver results and get help to those who need it most and believe this is undermining our ability to build the type of continuum of care envisioned in the LIP.

Clearly the RFP Clackamas County issued in May no longer aligns with the revenue stream that will be available. As you work to adapt the current program or develop a new one, we ask that respondents have a seat at the table so that we can work together to think creatively on how to work expediently to together center the need for racial justice. The homeless service system in Clackamas County is an integrated network of county and nonprofit service providers. It is critical that we are engaged in this process together and that community based service providers have input on how decisions may impact the system of care.

As community based nonprofit organizations providing homeless services in Clackamas County, we were proud to see County staff work with the community to develop a Local Implementation Plan for the Supportive Housing Services measure that clearly articulated the need for a strengthened homeless service continuum in Clackamas County. The plan, which was prepared with a \$24 million first year budget in mind, made commitments to increase the capacity of community based organizations, increase shelter capacity, better share data, provide better street outreach and housing placement, expand wraparound services and more.

Moreover, the Local Implementation Plan (LIP) was developed with a lens of community engagement with a Local Implementation Committee convened of various community stakeholders meeting regularly between November and March to finalize the plan.

After the Clackamas County Commission and Metro Regional Oversight Committee unanimously passed this well-developed plan, we were shocked to see the county throwing out the initial plan and approving a \$10 million placeholder budget for "essential services" without engaging the community to determine what those services should be. Based on media reporting and county documents it appears the majority of the funding has been allocated to existing county programs.

As a result, long-standing service providers across Clackamas County are in a state of crisis with funding cuts, program budgets reallocated, people they serve at risk of homelessness and a county commission that may not be aware of the full scope of the issue.

In the spirit of ensuring continuity of critical services to our county's most vulnerable, we are making the following requests:

**1. Get creative about the current RFP as the scope has changed drastically.** Of concern to us is that: a) our proposals were based on system changing designs and the available funds no longer seem to offer such changes in the foreseeable future; and b) there is no publicly available information on how decisions are being made for the interim funding of \$10 million. We ask for clarity on how "essential services" were selected for the initial \$10 million placeholder for SHS funding and how did these programs bypass the RFP? Given that clearly a new plan is being developed and new priorities are being set, the community must be consulted: transparency, engagement, collaboration are the foundational elements necessary to building a better system of care over the next decade. We also would like transparency and engagement as you consider a RFQ process and a seat at the table in building the system of care.

**2. Maintain the County's stated commitment to maintain existing contract investments:** the \$8,019,442 that was being expended in our County prior to the Metro SHS measure, as articulated on page 18 of the Local Implementation Plan (which the county committed to maintaining in the LIP). If there have been state or federal reductions that we are not aware of we request transparent communication about this information as it is inconsistent with our research and understanding of these funding streams.

**3. The provider community continues to request a meeting with the County.** We offer to work together to resolve these issues, seek solutions and ensure our existing system remains strong so that as SHS funding becomes available we can effectively address the unmet needs throughout our county. Furthermore, meeting with CBOs to determine next steps in the LIP process will go far in showing the county has a commitment to continuing the strong community engagement it employed to develop the LIP.

**4. Community based service providers have provided emergency shelter and short-term housing for hundreds of households with CARES act funding.** Please consider the use of American Rescue Plan Act (ARPA) funding to serve these households until SHS funding is available in order to free up SHS startup funding.

**5. Take the full \$5 million start up loan from Metro:** Per Metro CFO Brian Kennedy's May 25 email to Clackamas County staff, we understand that Metro offered up to \$5 million for SHS start up purposes. The BCC is moving forward with \$3 million. The additional \$2 million along with ARPA funds for hotel shelters would free up significant revenue for SHS in addition to the \$10 million the BCC has identified for year 1 startup costs.

Many of the county's community-based providers are contemplating divesting in essential, acquired resources such as buildings and staff infrastructure as a result of this shift and the resulting lack of transparency. Please work with us by proactively communicating projected and/or firm timelines so that we can conduct reasonable scenario planning. As providers, we

look forward to working with the county to resolve these issues. We believe collaboration across the entire service system is the best way to ensure transparency and continuation of services. We look forward to that collaboration moving forward.

In partnership,

Northwest Housing Alternatives  
Northwest Family Services  
Clackamas Women's Services  
NAMI Clackamas County  
Parrott Creek/True Housing  
New Avenues for Youth  
LoveOne Community  
A Village for One  
Clackamas Workforce Partnership  
Storyline Community, Clackamas Land and Housing Cohort  
Rev. Sara Gross Samuelson and Pastor Anna Hoesly Co-Lead Pastor/Organizers  
Clackamas Service Center  
Impact NW  
El Programa Hispano Católico  
Unite Oregon  
IRCO—Immigrant & Refugee Community Organization

### III. Response Letter from Housing Authority of Clackamas County Executive Director Jill Smith to Clackamas County Service Providers

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July 21, 2021

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Dear Partners,

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This letter was prepared in response to your letter received yesterday, July 20<sup>th</sup>, regarding your concerns related to the rollout of the Supportive Housing Services (SHS) program in Clackamas County. As you know, the funding for this new resource will arrive later than expected, meaning program implementation will look different than anticipated.

I want to assure you that the Local Implementation Plan, which contains the framework established to lead this work with a focus on racial equity and community identified priorities, has not shifted and will continue to guide this work.

As you know, yesterday the Housing Authority distributed an email terminating the RFP for the full anticipated SHS funding, which many of you applied for. As you shared in your letter, that RFP no longer aligns with the actual anticipated revenue so the termination was necessary. We greatly appreciate your support of that necessary step. I assure you that we understand how valuable your time is and regret that this was necessary.

We agree that the homeless delivery system across Clackamas County is complex and diverse, and is made up of invaluable partners. We cannot do this work without you, the experts. We are committed to using this new resource to partner with you and end chronic homelessness in Clackamas County. With that goal in mind, I will do my best to address each of the five points included in your letter.

First, prioritized year-one services are not different from those identified in the Local Implementation Plan (LIP). They will provide PSH to highly vulnerable people who are being temporarily sheltered or housed through term-limited programs that are ending. As you know, homeless folks who are seniors with disabilities or complex health conditions are part of population A and are the priority for SHS funds. We know where these folks are and that they will become homeless again soon unless we prioritize the provision of housing and services. We need the help of partners like you to provide housing search, placement and supportive services for these folks.

Second, Clackamas County is committed to maintaining or exceeding our 2019 baseline for homeless services. We are currently gathering FY 21/22 data and will post annual funding levels ongoing.

Third, we want to meet with you as well. We really needed to take the formal step of terminating the RFP prior to scheduling a meeting. We need your input, guidance and ongoing partnership as we roll out the supportive housing program. A registration link for a virtual listening session with HACC and county staff is included below. As you know, the Continuum of Care will work as our local steering committee and will be very involved in the decision making process for SHS. I believe most of you are a part of that group so hope you will be deeply engaged as this work progresses.

Fourth, we have asked the county committee assigned to recommendations for ARPA funding to consider the use of ARPA funds for the motel costs.

Fifth, yesterday the Board approved accessing up to the full \$5M advance offered from Metro for startup purposes.

In conclusion, I sincerely hope that you recognize how critical you are in the provision of supportive housing services for Clackamas County residents that will slowly ramp up this year.

Next steps will include publishing an RFPQ in the coming months to create a qualified list of providers enabling us to expedite the contracting process as additional funding becomes available. **Please bring your questions to our upcoming meeting on Wednesday July 28<sup>th</sup> at 5:30 to 6:30, which you can register for using the link below.**

[https://clackamascounty.zoom.us/webinar/register/WN\\_uAxniATjSViT1QRwWTMonQ](https://clackamascounty.zoom.us/webinar/register/WN_uAxniATjSViT1QRwWTMonQ)

Sincerely,

Jill C Smith  
Executive Director, Housing Authority of Clackamas County  
503 502-9278

***IV. Email from Clackamas County Commissioner Sonya Fischer to HereTogether, SHS Oversight Committee co-chairs, elected delegates and Metro staffre: HereTogether email of 7/21/21***

**From:** "Fischer, Sonya" <[SonyaFischer@clackamas.us](mailto:SonyaFischer@clackamas.us)>

**Date:** July 23, 2021 at 3:24:04 PM PDT

**To:** Christine Lewis <[Christine.Lewis@oregonmetro.gov](mailto:Christine.Lewis@oregonmetro.gov)>

**Cc:** Angela Martin

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**Subject:** Re: [External sender]Letter for Metro SHS Oversight leaders

Hello All, I appreciate this heads up. I was very surprised that Clackamas County had to cancel its SHS procurement process which led me yesterday to reverse my vote supporting the SHS financing plan that Commissioner Schrader and Commissioner Savas proposed to begin implementation of our local plan.

It is clear to me that the County cannot stay true to its commitment to implement our \$24 million plan with a \$10 million budget allocation. The board has decided to not front the entire LIP approved money and manage the cash flow as the other jurisdictions have given the majority of the board believes that the supportive housing tax revenue is uncertain. The board has committed up to \$1 million in county general funds and up to a \$5 million advance from Metro.

Given this political reality, I have been focused on finding other bridge funding so that our staff can be confident in allocating \$24 million for our LIP as approved by the Board of County Commissioners, this Oversight Committee and the Metro Council. Some efforts I have made are:

1. I am reaching out to other jurisdictions such as the cities to see if they could help bridge some funding until revenue flow picks up.
2. I have been advocating with my board and our staff to look at utilizing American Rescue Plan dollars which seem appropriate to fund the hotel/motel costs which were significantly funded with FEMA dollars due to Covid. We have a huge responsibility to transition those individuals and the elderly/people with disabilities from the Metro 300 grant into stable housing and using ARPA dollars to assist us in our Covid recovery seems to me to be a clear nexus.
3. I am in the process of reaching out to foundations to see if they could provide bridge funding that if by chance the money did not come in as expected, the resources would become a grant.



4. I am working with private entities such as Aetna, Kaiser, Providence to see if there is any way that they can help us manage cash flow. I also have a call into the Portland Business Alliance, as our partner, to see if they have any ideas on bridge financing so we can better meet our common interests.

5. I am actively seeking other ideas. It would be extraordinarily helpful if an entity like Metro would be willing to take out a loan of \$18 million immediately as we work to fulfill greater partnerships from other potential funders.

With the fear of wildfires and needing to maintain as much flexible dollars as possible, Clackamas County is not willing to bridge all of the funds. We need help. That is why I'm working so hard to find other avenues with other entities to help us with cash flow timing certainty. With the eviction moratorium looming, we must find the solutions to stay the course of our commitment. I am hopeful that the Oversight Committee will join me in my efforts and problem-solving. We are all in alignment that Clackamas County's local implementation plan is what needs to be rolled out in our community.

Sent from my iPad

Date: July 26, 2021

To: Regional Oversight Committee

From: Jill Smith, Director of Housing and Housing Services, Clackamas County

RE: Response to SHS Implementation Questions

At the request of Metro staff, I have prepared answers to the following questions related to the implementation of the Clackamas County Supportive Housing program. I've done my best to respond based upon the information available today.

At the direction of the Clackamas County Board of Commissioners, staff was asked to ramp up the SHS program slowly in alignment with the tax collection available for these services. Our LIP anticipated a slow phase 1 ramp up, and we anticipate full implementation as funding is available. County Administrator Gary Schmidt has created a committee to oversee funding flow and ensure that the program escalates and the budget is amended as this progresses. Our Board is committed to a full SHS Local Implementation Plan roll out.

**Is Clackamas County still planning on full Year 1 implementation or is there a proposed change to the LIP?**

- I want to assure you that the Local Implementation Plan, which contains the framework established to lead this work with a focus on racial equity and community identified priorities, **has not shifted** and will continue to guide this work. We intend to roll out the full LIP with its associated goals as funding permits us to do so. We are engaged in activities to identify other funding sources as we begin to roll out our plan.
- **If no change, what is the current plan to meet the promises/goals outlined in the LIP for Year 1?**
  - At this time, we intend to meet the goals outlined in the Clackamas County LIP for phase 1. In the event we are unable to secure additional funding we may need to request a change to our phase 1 goals.
  - Clackamas County respectfully requests the Oversight Committee consider the following:
    - In our presentation to the Oversight Committee on our LIP, staff clearly shared that year 1 is an implementation and planning year. Our homeless services system is much smaller than the other two counties.

We are actively engaged in hiring, program development, and implementation activities and appreciate your support of this critical step.

- Please consider the possibility that Phase 1 expectations could be flexible to align with the funding received. Realistically, should Phase 1 be considered to be the first two years of tax collection to ensure there is adequate funding for full plan implementation?
- **It seems that Clackamas County's \$10M budget is using SHS funds for existing programs. Can you please tell us what is being funded with that \$10M and why?**
  - Prioritized year-one services are not different from those identified in the Local Implementation Plan (LIP). The first programs to be implemented will provide PSH to highly vulnerable people who are being temporarily sheltered or housed through term-limited programs that are ending.
  - As you know, homeless folks who are seniors with disabilities who have complex health conditions are part of population A and are the priority for SHS funds. We know where these folks are and that they will become homeless again soon unless we prioritize the provision of housing and services. We need the help of community providers to ensure this important work is accomplished and folks remain housed with the wrap around supports they need.
- **Why has the Board not approved the full \$24m budget? What is the pathway for getting to that full program budget for Year 1?**
  - Clackamas County staff is actively working to identify additional funding and will approach the Board to consider a Budget Amendment.
  - The approved \$10m budget allows us to begin implementation.
- **Have there been cuts to existing programming from the previous fiscal year?**
  - Clackamas County is committed to maintaining or exceeding our 2019 funding baseline for homeless services.
  - While some existing contracts have ended or been amended, the overall funding to homeless services has not been reduced.
  - Clackamas County is working to create a graph we can post annually to demonstrate our funding to this work.
- **Why did you rescind the RFP? How are you planning on implementing given that you've rescinded the RFP?**
  - The initial RFP that the Housing Authority of Clackamas County posted shortly after our LIP approval resulted in large system-level change responses from our partners. While those responses were excellent, they are not aligned with our need for a slow rollout of focused homeless services.
  - Another RFP for specific prioritized housing placement and supportive services will be issued shortly.