



SUPPORTIVE HOUSING SERVICES

Washington County
Department of Housing Services
Homeless Services Division



2022-2023 ANNUAL REPORT

October 23, 2023



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CONTENT



EXECUTIVE SUMMARY	1
.....	
FROM GOALS TO OUTCOMES: YEAR IN REVIEW	3
Housing Programs	3
Shelter Programs	4
.....	
SYSTEM CAPACITY AND COORDINATION	6
Investing in Provider Capacity	6
Accessibility in Governance	7
Expanding Housing Capacity with the Affordable Housing Bond	8
Cross-sector Alignment	9
Regional Coordination	10
.....	
EVALUATION AND QUALITY IMPROVEMENT	12
.....	
FINANCIAL OVERVIEW	13
.....	
ATTACHMENTS	14

EXECUTIVE SUMMARY

Washington County is building hope one household at a time, demonstrating stable housing can be possible again. For families and individuals who have long suffered without options or answers in the face of our region's housing crisis, stable housing is truly life changing. With the voter approved Supportive Housing Services measure, the Department of Housing Services and our community-based providers are building that hope for the individuals and families we serve.

In our second year, Washington County continued to significantly scale our homeless system of care, adding more case managers, shelter beds, and housing placement options. We met nearly all the ambitious goals we set for the program year, and significantly surpassed our expectations in expanding shelter capacity and placing formerly homeless households in supportive housing. Growing pains persist as the work expands faster than we can hire. And still, our mission-based partnerships push us forward as we house and shelter our community members in need, together and with urgency.

Across Washington County, a new kind of conversation has unfolded. Outreach workers visiting people in encampments and RVs ask, "Can I help you get back inside?" Case workers connecting with drop-in center guests waiting for a warm meal ask, "Would you like some help getting your own apartment again?" Shelter staff working with new participants as they move their belongings into a safe and dry place are ready to mention, "We can help you with housing, too!" This is the new state of homelessness in Washington County – we have options to connect our community in need to shelter, stability, and ultimately home.

We're also learning how to work smarter together. We've coordinated our response to unsheltered residents with local agencies, law enforcement and library staff. We're equipped our outreach workers with immediate access to shelter and housing options. We're aligning funding streams and urgently deploying new dollars to speed up and expand programs already underway in our communities, with special gratitude to Governor Kotek's administration for accelerating our plans for three temporary 'Safe Rest' villages. We're working with new partners in the health system, learning to coordinate care (and resources) for their members, who are also our participants, because we know housing is health and health is housing.

Fundamentally, we could not do this work without our community-based providers. Here is just a snapshot of some of their milestone achievements this year:

- Sequoia Behavioral Health and Community Partners for Affordable Housing bravely opened the Heartwood Commons, a community of 54 Permanent Supportive Housing (PSH) apartments;
- After years of providing drop-in services to help people survive homelessness, Project Homeless Connect was able to house their 100th homeless participant;
- Open Door and Just Compassion opened hundreds of winter shelter beds and then kept them open all year round for the first time in Washington County;
- Virginia Garcia joined our network of providers to help launch and operate the first recuperative care program in Washington County;

- Family Promise of Tualatin Valley bought and converted a former hotel in Tigard into 70 rooms of emergency shelter; and
- So much more!

Washington County takes the call to action from our region's voters with great sincerity and heart. We're working every day to build a system of care where homelessness is a rare and brief experience. We're building hope in the fight against the housing crisis, with relationships, resources, and action.

Russell was living in a camp in Washington County through the harsh winter months and into early spring. During that time, his outreach worker stopped by to check in, build a relationship, and talk about options, as they had many times before. And one day, the time spent building trust with Russell paid off, when he said, "I never wanted to go for housing until I saw my friends getting approved for apartments. Then I realized this could be real for me, too." His outreach worker sprang into action to get Russell a shelter bed right away, and on track for housing next.

Today, Russell is engaged with a shelter program at the Hillsboro Bridge Shelter and is working with a housing case manager to find permanent housing with his new regional Long Term Rent Assistance (RLRA) voucher. He says, "I'm still getting used to not needing to check on my stuff, knowing it is safe inside. I slept outside for the better part of eight years."

This is how Washington County is building hope for people like Russell every day, with persistent relationships, coordinated resources, and action!

STORIES OF HOPE



FROM GOALS TO OUTCOMES: YEAR REVIEW

Washington County's Homeless Services system met nearly all, and surpassed some, of our annual work plan goals for the Supportive Housing Services program. This included exceeding our housing placement goal and our shelter production goal. These two benchmarks demonstrate a robust continuum of housing options that are coming online every day in Washington County.

HOUSING PROGRAMS: PAIRING STABLE HOMES WITH SERVICES

The program exceeded the goal to place 500 households in supportive housing, achieving housing placement for 636 formerly homeless households. The program also exceeded our goals for supporting 'Population B households', with housing placement and rent assistance that served 644 additional households through our Rapid Rehousing and Eviction Prevention programs. In total, the program **housed or prevented homelessness for 1,280 households or 2,522 people this year.**

Housing Programs	Households Served	People Served
Housing Case Management Services (PSH)	636 placed	989 placed
Rapid Rehousing	230 placed	396 placed
Eviction Prevention	414 served	1137 served
Total served	1,280 Households	2,522 Individuals



Tour of Heartwood Commons with elected leaders, staff, and service provider partners

| SHELTER PROGRAMS: A STEPPINGSTONE TO HOUSING

In the second program year, shelter capacity increased with 220 additional beds and rooms, far surpassing our goal to add 80. Through the winter season, staff worked with community-based shelter providers, building owners, and jurisdictional partners to convert all winter-only shelter programs to year-round operations. This meant that at the end of the winter season, 150 shelter beds remained open for the first time in Washington County history.

Additionally, new shelter capacity was added with the first Safe Rest Pod Village program, a model that began with 30 alternative shelter pods and will soon grow to 90 shelter pods, leveraging coordination and funding with the Governor's Executive Orders on homelessness. Finally, in partnership with Oregon Community Foundation's Project Turnkey, and Family Promise of Tualatin Valley, Washington County expanded shelter capacity for families and medically fragile households with the acquisition of a former hotel in Tigard. This site currently hosts 40 year-round shelter beds and will grow to 70 in the coming year.

Shelter Programs	Shelter capacity added
Winter shelter locations converted to year-round	150 beds
Safe Rest Pod Village program	30 alternative pods
Tualatin Valley Family Promise Project Turnkey Shelter	40 rooms
Total capacity added	220 beds/rooms

STORIES OF HOPE



"After I took a fall in my home, I was evicted during my time in rehabilitation at the hospital. I never thought shelter would be something I would need, but it's not the end of the world. The staff have been helpful, and I've learned with my new disability that there is nothing wrong with asking for help," shared Ms. Martha, a participant at the Cloverleaf Shelter.

By extending our winter shelter programs year-round, participants like Ms. Martha have the time they need to connect with housing resources so they can move out of shelter to their new homes.

Some goals were not fully achieved in the program year as the Homeless Services Division and our service providers continued to struggle with insufficient staffing capacity. The Homeless Services Division was challenged to complete timely invoicing and contracting procedures with our community-based providers. The Division was also unable to fully launch some of our planned programming including the technical assistance platform, Power DMS, and our culturally specific cohort to support our culturally specific providers. These efforts remain priorities as we begin our third program year and continue to build staff capacity in the Division. Nonetheless, the County was able to successfully measure and report on all required regional metrics this year. Full reports of our workplan outcomes and regionally required metrics are available in Attachments A and B.

This year the Heartwood Commons opened, a signature PSH program funded with SHS and the Affordable Housing Bond, creating 54 new homes for people who were formerly homeless. If you stop by to visit Heartwood Commons, the first exclusively permanent supportive housing building in Washington County, a few things become immediately apparent. First and foremost, is the pride residents take in their new home. One resident commandeered an area in the common space to grow her garden from almost entirely refurbished and recycled materials. With the stability that permanent supportive housing provides, her green thumb can truly be appreciated!

STORIES OF HOPE



SYSTEM CAPACITY AND COORDINATION

Washington County is implementing a system of care that is strategically coordinated to meet our community needs. This includes leveraging funding, investing in our community-based providers, coordinating programming across the tri-county area, and more.

INVESTING IN PROVIDER CAPACITY

In 2021, before the infusion of new resources from the SHS measure, Washington County invested in a handful of community-based organizations with small grants to enhance their informal programs such as intermittent outreach, drop-in services, and rotating shelter programs. Today, Washington County funds a network of 25+ organizations to provide a suite of emergency and housing-based services working together in a coordinated system. We have significantly increased the capacity of our culturally specific service providers, contracting with seven organizations that provide a dynamic array of culturally specific housing services in Washington County.

This year, Washington County launched two new major efforts to support the capacity building needs of our community-based providers. The Housing Careers program provides training and internship opportunities for community members with lived experience who are interested in a career providing housing related services. This program partners with community-based providers to provide internship learning opportunities while training future potential employees. In the first year of the program, 29 participants enrolled and 16 were placed in internships throughout our system of care.

Next, Washington County launched a phased grant to provide technical assistance and organizational assessment for each of our contracted services providers. Through the phased grant, organizations may apply for funding up to \$200,000 for one time capacity building. Nineteen organizations participated in the capacity building and technical assistance grant program last fiscal year.

These approaches are helping Washington County build a diverse, empathic, and equitably compensated workforce. This year, Washington County providers reported that nearly 50% of their staff have lived experience of housing instability, and higher rates of staff identifying as Black, Indigenous, Latino/a/e or other persons of color compared to the general population. Furthermore, service provider staff annual salaries range from \$46,000 to \$52,000, reinforcing Washington County's decision to continue reimbursing staff wages up to \$55,000 per year.

REMOVING BARRIERS TO HOUSING FOR IMMIGRANTS AND SPANISH SPEAKERS

Brandon Kirchner has worked for Centro Cultural for two years and has seen multiple participants overcome addiction, reunite with family members, and start thinking about the future thanks to the stability that housing provides. "One participant I worked with was pregnant and had her baby in jail. It was the wakeup call she needed to get into housing. Now, she's been housed for over a year and is a great mom. She has dreams of becoming an interior designer and if you saw how her apartment was decorated, anyone would want to hire her," Brandon shares.

He explains culturally specific services, like Centro Cultural, are important because, "We have clients who only speak Spanish, clients who are actively going through the immigration system, and clients who are fleeing violence. We know having someone meet participants who come from the same background builds trust."

STORIES OF HOPE



| ACCESSIBILITY IN GOVERNANCE

Consistent with regional goals to increase access and inclusion in our community advisory bodies, Washington County is modernizing our governance structure to ensure policy guidance, program oversight, and public transparency with diverse voices and representation from across Washington County. The Homeless Services Division has led a "One Governance transition" initiative to align advisory bodies into a single governance structure with clear authority, roles, and opportunities for participation, including a committee comprised entirely of people with lived experience of homelessness and housing instability. The new governance structure is on track to begin in January 2024.

EXPANDING HOUSING CAPACITY WITH THE AFFORDABLE HOUSING BOND

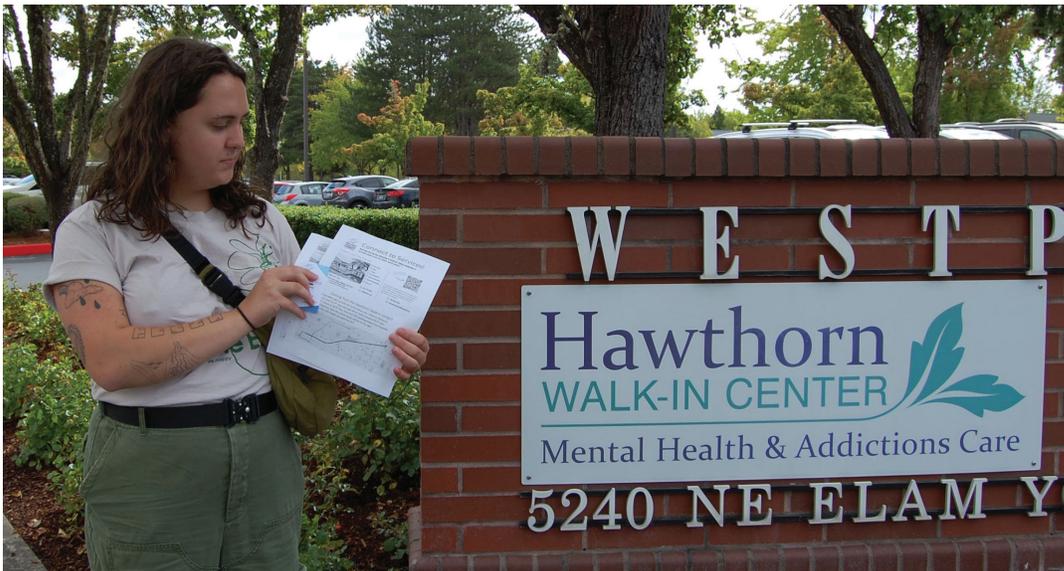
Prior to the launch of SHS funded programs in 2021, the County funded approximately 200 Permanent Supportive Housing (PSH) placements. With the addition of Regional Long-term Rent Assistance (RLRA), the County has increased capacity to more than 1000 PSH placements and will add another 500 in year three.

The program is also working to provide 500 project-based sites (of the 1650 total RLRA vouchers) to ensure enhanced PSH supports with on-site wrap-around services for participants. To date, 84 project-based PSH units have been secured at two buildings funded by the Affordable Housing Bond, and an additional 28 units are planned at a third building partner also funded by the Affordable Housing Bond.



| 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. The most significant demonstration of this cross-sector alignment is our Housing Liaisons program where trained housing system navigators are embedded in other divisions and departments, working side by side with staff to help their participants navigate our system. This year, the program expanded to include our Community Corrections Department where two liaison positions were embedded to facilitate connections to shelter and housing FOR people exiting the criminal justice system people exiting the criminal justice system. Additionally, our medical case-conferencing program with Providence Health Services, Kaiser Permanente, and Health Share of Oregon is a best practice in data sharing and care coordination for people experiencing homelessness with unmet medical needs. In the coming year, our cross-sector alignment work will focus on opportunities to fund services for people exiting hospitals and youth transitioning out of foster care by leveraging Medicaid funding.



Willow Grace works for Project Homeless Connect and is on-site at the Hawthorn Walk-in Center three days a week. They spend their time connecting with both ongoing program participants and day-to-day walk ins.

In the last three months alone, Willow Grace helped a family of four move into family shelter, an individual move from an emergency bed at the Cloverleaf shelter to a long-term shelter bed, and a family on the verge of eviction get connected with temporary rental assistance.

"I can see how it wears on people to be homeless. It's impossible to go to therapy weekly or remember to take medications and I've seen the immediate relief shelter brings, even memory improves. This allows participants to focus on other things and move out of crisis."

| REGIONAL COORDINATION

Washington County continued to collaborate with our partners in Multnomah and Clackamas Counties on several strategic projects, capacity-building initiatives, and system improvement ventures. Key projects and milestones reached through the tri-county collaboration include:



Launching the Tri-County Planning Body: To strengthen coordination and alignment of program implementation across the Metro region, the Tri-County Planning Body (TCPB) was launched and tasked with identifying regional goals, strategies, and outcome metrics to address homelessness in the region. The TCPB identified six goals that centered on improving efficiencies of Coordinated Entry, bolstering regional landlord recruitment and increasing unit availability, creating system alignment and increased long-term partnerships with health systems, providing appropriate training and technical assistance to support increased program functionality for service providers (with particular emphasis on prioritizing the needs of culturally specific providers), and ensuring county contracts for SHS funded services provide adequate funding to achieve livable wages for direct service staff.



Regionalizing landlord partnerships: In January 2023, Metro and tri-county program staff began sharing existing engagement tools and identified innovative methodologies for expanding unit availability across the region. Training for existing landlords is now coordinated regionally, and staff continue to coordinate on strategies for expanding unit availability.



Regionalizing procurements: This program year also included a Regional Request for Programmatic Qualifications (RFPQ) to procure new and diverse organizations as partners for service provision. Tri-county partners worked to ensure broad engagement and technical assistance to support the full participation of new and emerging organizations, especially culturally specific service providers. Sixty applications were qualified to create a broad network of 167 tri-county pre-qualified service providers with diverse expertise and geographic representation.



Data systems coordination: This program year included major steps toward the Regional Implementation of the Homeless Management Information System (HMIS). Thanks to the investment of SHS funds, Multnomah County can now take over as the regional HMIS administrator, which enables the counties to collaborate on sharing data across counties, as well as pursuing HMIS updates based on regional and local Built for Zero¹ work.

At the beginning of 2023, an updated Privacy Notice and Policy was implemented that creates a more trauma-informed and person-centered approach to obtaining participant consent for data sharing while maintaining a high level of data privacy. The next steps include moving toward regional visibility and more comprehensive integration of each county's HMIS system. Additionally, each county is a current partner of Built for Zero with ongoing case conferencing in partnership with homelessness service providers to review participants on a By-Name-List waiting for a match to housing programs. This program year brought the initiation of a tri-county Built for Zero collaboration that resulted in staff coming together to learn how individual county Coordinated Entry systems are different and sharing best practices in each community.

Finally, this year the tri-counties conducted the first-ever fully combined regional Point In Time (PIT) Count. As a result of the combined Count, analyses include regional trends in unsheltered homelessness, sheltered homelessness, and system improvements made possible by regional investments in SHS.

¹ Built for Zero is a movement of over 100 cities and counties nationwide who have committed to ending homelessness and reaching a standard called "functional zero."



Medicaid 1115 Waiver coordination: Finally, together with Metro, each of the three counties engaged with Health Share to continue coordination regarding the Health Share Housing Benefit Pilot. This coordination included identifying strategies for aligning the Housing Benefit Pilot with the existing homeless services system and integrating services to leverage healthcare and housing capacity to deliver better whole-person care. Coordination is presently underway to foster systems integration that aligns homeless services funding and capacity with the new capacity that the 1115 Waiver housing benefit will bring to the region and state.

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 included 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 considered the rates of poverty and race and ethnicity in the general population of Washington County.

This year's equity analysis work found that our programs are generally serving higher rates of Black, Indigenous, and Latino/a/e households than are represented in the general population, population of poverty, and among households seeking services. This is good news, confirming that our partners and our programs are reaching the communities we aim to serve to combat historic and persistent discrimination and disparities in housing.

A significant finding in our data demonstrates that Asian-American & Pacific Islander households experience higher rates of poverty in Washington County than the rate of households seeking our housing services. This finding led the Homeless Services Division to set a goal to better understand this disparity by reaching out to community organizations and centers that serve Asian-American & Pacific Islander households in poverty to learn how our programs can better serve these households. See Attachment E for the complete equity analysis.

This year, the Homeless Services Division also conducted the first provider performance evaluation and report. This process included sharing outcomes and metrics with each provider and asking organizations to review, improve data quality, and provide a narrative summary describing their program successes and challenges. This evaluation work resulted in several improvements and identified strategies for our third year of programming including the addition of quality assurance staff for each provider; the launch of "diversion" training; increased flex funds to help housing liaisons resolve housing instability efficiently; and a commitment to creating "move-on" strategies to transition stabilized households to lower levels of care with ongoing rent assistance. In the coming program year, the Homeless Services Division will continue to build upon this work towards a comprehensive evaluation and monitoring system to better identify early intervention opportunities to support organizations in meeting contractual requirements and ensuring program outcomes across the system.

STORIES OF HOPE

Anna was living in Tigard when she fell on hard times. During that time, Anna met Bill where they spent over fifteen years sleeping first in a trailer and then outside in a tent. Both struggled with addiction, numerous health challenges, and knew something needed to change.

They connected with a housing case manager at Just Compassion, who helped them get qualified for regional long-term rent assistance. After years of sleeping outside, Anna and Bill went apartment hunting. "We looked for a place with no stairs and a back area for our dog. In the end, Bill picked the apartment, but I get to pick the house when we are ready to buy a home."

Since then, life has gotten a lot easier. Anna explains, "People think we [people experiencing homelessness] are lazy, but it takes so much work to live on the streets. Not a day went by that I didn't walk ten miles. Until you've been there you just never know. Now, sobriety has been the biggest change. I have a relationship with my children and my mom. If they need something, we are there."



FINANCIAL OVERVIEW

In the second program year, Washington County budgeted \$50.3 million, the full amount of forecasted revenue using the Fall 2021 forecast. We expected the program to expend approximately 75% of this budget authority, anticipating providers would need time to hire staff and house participants to achieve the full capacity of their contracts. In the end, the Homeless Services Division surpassed the spend-down plan, expending 97% of the budget, due in part to funding opportunities for capital investments in shelter expansion and capacity building funding to address the needs of community-based providers.

In our third program year, the Homeless Services Division has budgeted \$86.3 million, which includes the forecasted revenue and some unspent program funds carried forward from the first two years. These carry over funds will increase funding for eviction prevention programming, capital investments in PSH and shelter construction, and further capacity building for providers. Ongoing programming is also budgeted to grow, adding 500 vouchers and case management services to increase capacity for supportive housing, the cornerstone of the measure and [Washington County's Local Implementation Plan](#).

In planning and preparing the budget for Year 3, the Homeless Services Division consulted our advisory bodies to review draft budget plans and principles for investing carry over funding. This feedback helped to shape an aggressive but achievable budget that will fund continued program and system growth and deliver the outcomes our community is counting on. See Attachment H for the full annual financial report.

I ATTACHMENTS

ATTACHMENT A	15
Workplan Goals and Outcomes	
ATTACHMENT B	17
SHS Annual Outcomes	
ATTACHMENT C	21
System Outcomes and Metric Reporting	
ATTACHMENT D	31
Other Required Annual Reporting Outcomes	
ATTACHMENT E	33
Equity Analysis of Outcomes	
ATTACHMENT F	37
SHS Funded Programs Overview	
ATTACHMENT G	38
SHS Contracted Providers Overview	
ATTACHMENT H	40
Annual Financial Report	
ATTACHMENT I	41
Provider Staff Demographics and Pay Equity Analysis	



Washington County staff at Grand Opening event

Attachment A. Work Plan Goals and Outcomes

Goal	Outcome	Notes
Placements/interventions		
500 PSH placements	636 households housed	Surpassed annual goal and halfway to meeting our overall PSH goal as a system. Set goal to achieve 500 more placements in year 3.
400 RRH placements	230 households housed	New program, similar to first year launch of HCMS. Ambitious goal of 400 next year.
200 Preventions	414 households protected	Launched eviction protection with one-time funds to prevent homelessness. Short term program for next year or two until SHS programs have achieved full capacity.
Retention rates		
85% PSH households retained	98%	
85% RRH households retained	n/a	Data unavailable for program year because RRH program launched this year and no households have been housed for more than one year.
Equity		
Measure staff diversity annually	Goal met	100% organizations participated in new annual survey. Washington County’s tool shared with regional partners to support regional coordination.
Add three culturally specific providers	Goal met	Greater Good NW, NARA and Virginia Garcia added to service provider network, for a total of 7 culturally specific providers
Evaluate community connect for access to programs by equity	Goal met	In February 2023, we evaluated our Community Connect system during the semi-annual equity analysis. In this process, we recognized that our system is not being accessed by the Asian population at a rate that is comparable to the rate of poverty in the County, and established this as a goal for the program to further evaluate and establish program improvements to address.
Measure technical assistance hours, with goal to increase for culturally specific	Goal met	The system provided 2515 hours of training through Power DMS, of which, 781 training hours were completed by staff from culturally specific orgs. A Learning Community training event was held monthly, which provided an estimated 1000 hours of additional training for program staff throughout the system of care.
Culturally specific cohort – increase participation and define goals	Goal underway	Conducted informational interviews with culturally specific partners to better define the goals and purpose of the cohort. This feedback informed the new Culturally Specific Cohort Work Plan which will guide the relaunch of the cohort in year three.
Launch Power DMS training, with anti-racist training	Goal underway	The build out of trainings in the centralized Power DMS system is underway. This platform is especially effective for HMIS trainings and new system users. In the

program, ensure staff participation		comping program staff will work to increase the program trainings offered and provider oversight of the training portal to increase usefulness for our network of providers.
Capacity building		
120 designated as PSH	84 PSH units	Viewfinder signed a PSH committed 30 units to PSH in September 2022 Heartwood Commons opened in April 2023 with 54 PSH units (20 additional underway with the Opal)
80 year-round shelter beds	220 shelter beds	Significantly surpassed goal due to ability to converted 150 winter-only shelter beds to year-round with available shelter sites. Also added 30 pod shelters, 40 motel rooms for families.
Staff capacity, additional 72 staff, total of 120 (outreach, shelter and housing)	Goal met	71 staff were added, hired and trained through housing, street outreach, and housing liaison programs. Shelter staff capacity was also significantly increased due to the expansion of our shelter programs; however, these FTE could not be measured due to the nature of our contract structure. As such, this goal was continently exceeded.

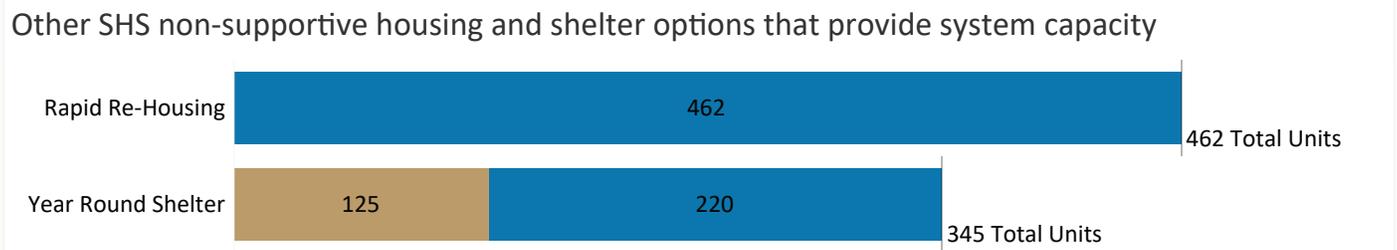
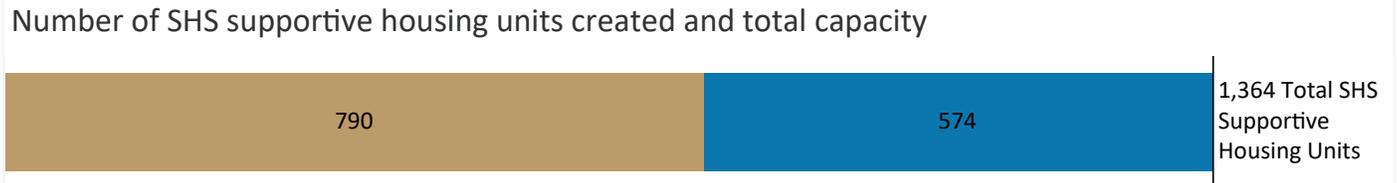
Attachment B: SHS Annual Outcomes

For the period 7/1/22-6/30/23

Outcome Metric 1: System Capacity

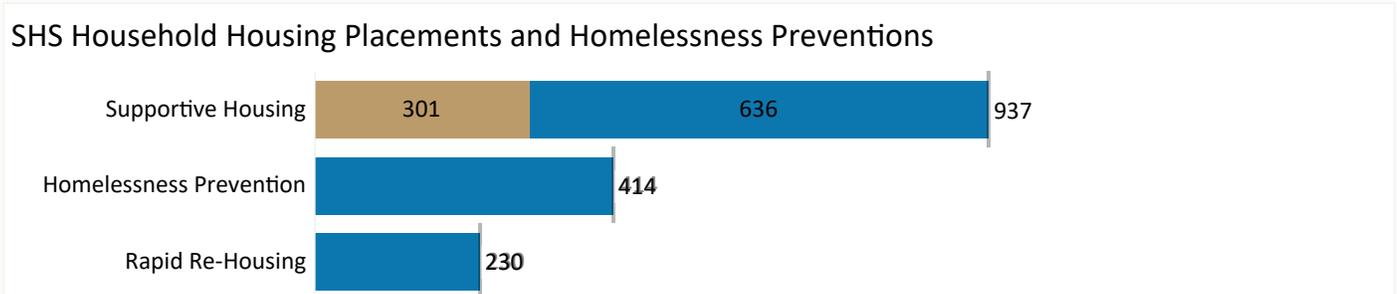
Number of supportive housing units created and total capacity, compared to households in need of supportive housing. This will measure change in supportive housing system capacity and need over time.

Existing Capacity New Capacity

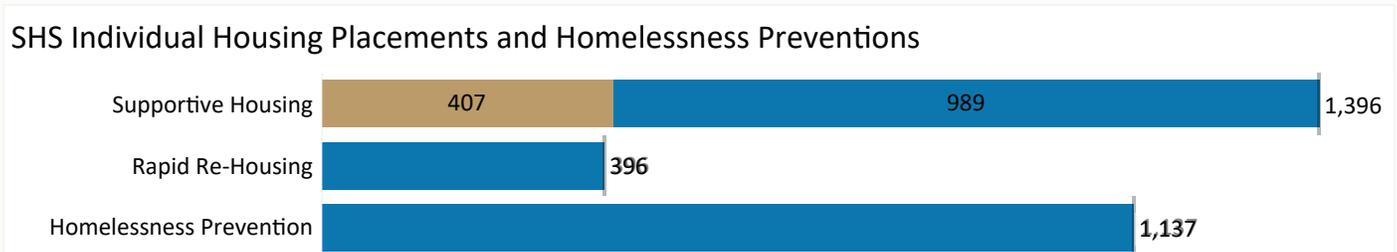


Outcome Metric 3: Housing Placements & Homelessness Preventions

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



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



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 supportive housing after at least 1 year

SHS % of Households Retained in Supportive Housing

98%

Households Retained in Housing **284**

Households Housed in Year Prior to Reporting Period **290**

Households are considered to have been retained in 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

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

Individual Retention Rates

Individuals who were retained in supportive housing after at least 1 year

SHS % of Individuals Retained in Supportive Housing

94%

Individuals Retained in Housing **376**

Individuals Housed in Year Prior to Reporting Period **400**

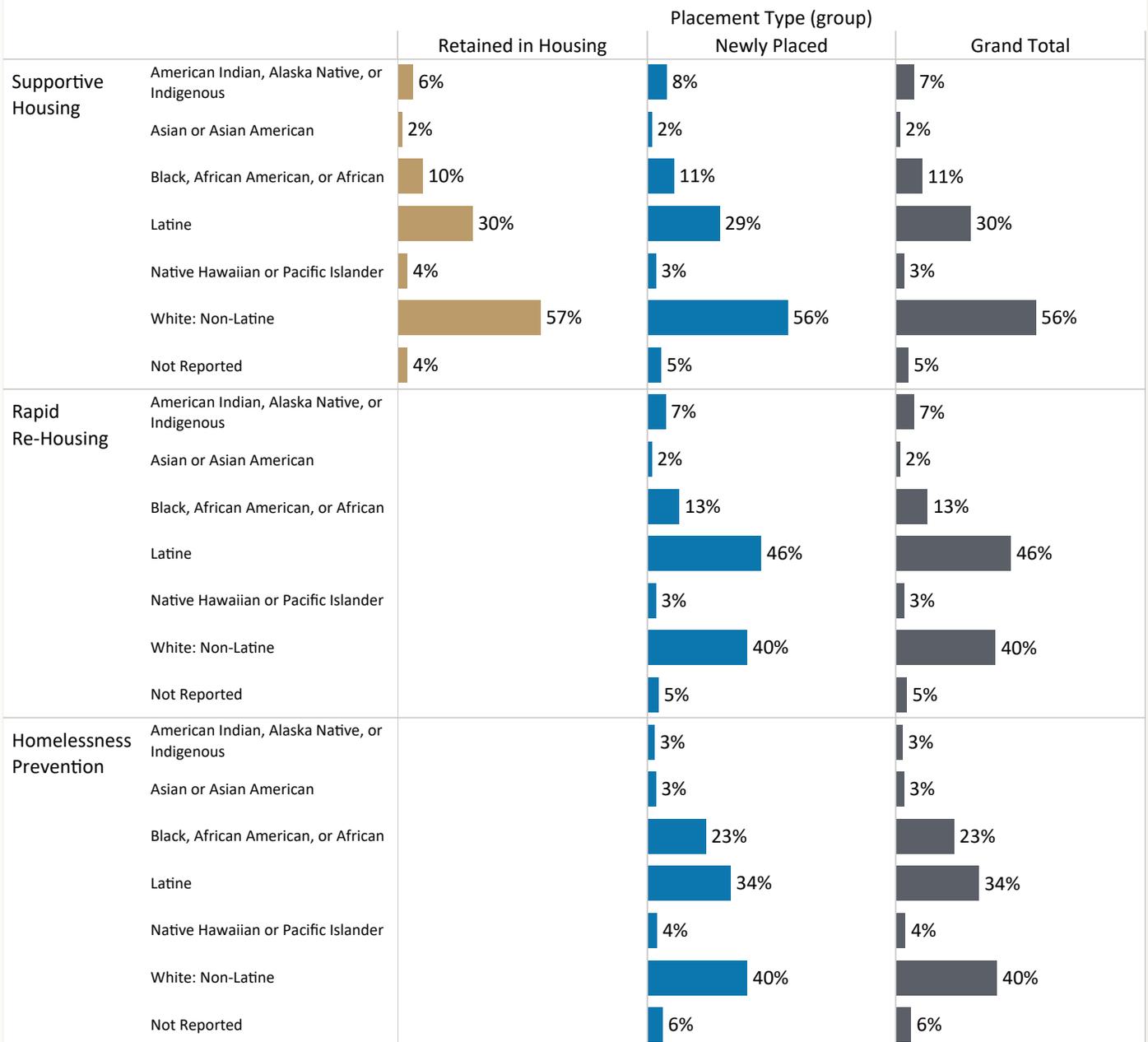
SHS Outcome Metrics broken down by Racial and Ethnic Identity

Note: Race and Ethnicity are broken out separately due to HUD data standards. We will be moving toward using REALD onc..

Outcome Metric 3: Housing Placements & Homelessness Preventions

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

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



■ Retained in Housing
 ■ Newly Placed
 ■ Grand Total

Outcome Metric 4: Housing Retention Rates

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

Individual Retention Rates by Racial Identity

Individuals who were retained in supportive housing after at least 1 year

SHS % of Individuals Retained in Supportive Housing by Racial Identity
(alone or in combination)

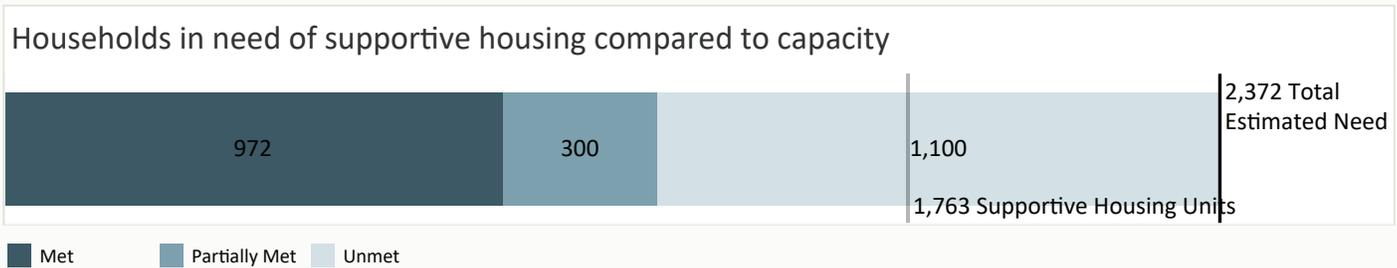
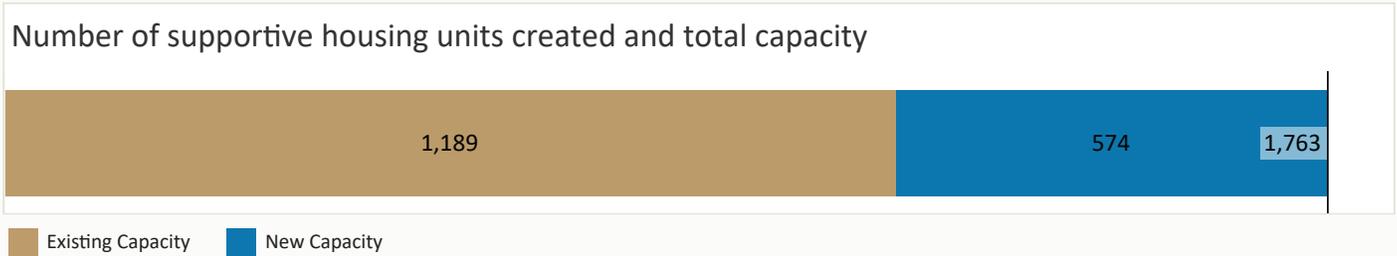


Attachment C: System Outcomes and Metric Reporting

For the period 7/1/2022 - 6/30/2023

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.

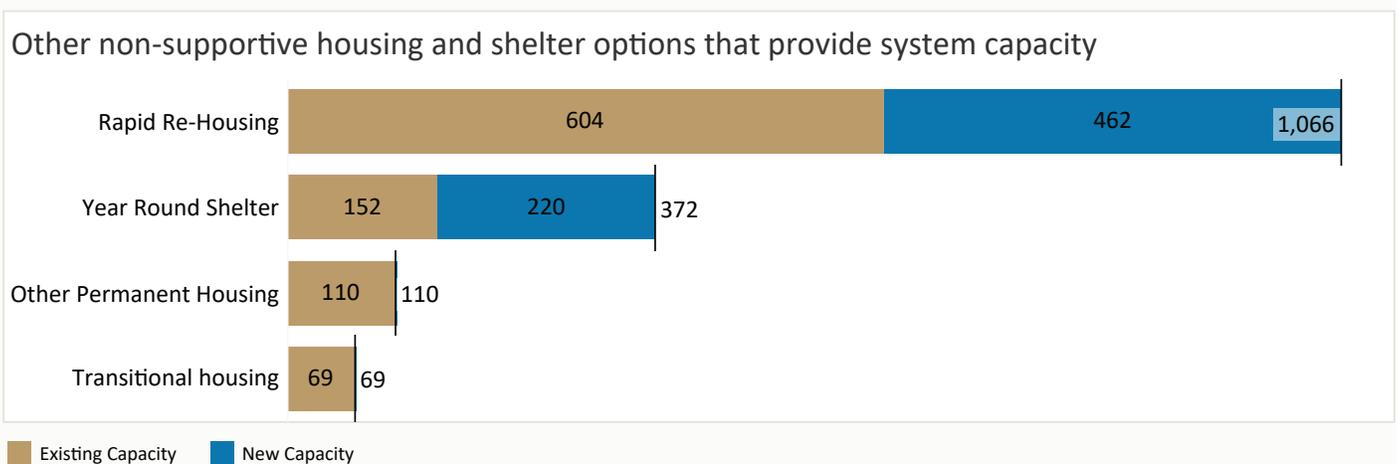


Households in Need are defined as households who meet the SHS Population A definition

Households with needs Partially Met are households that have been connected to a housing program, but have not moved into housing yet

Households with Met are households that have been placed in a housing program (supportive housing or other housing program)

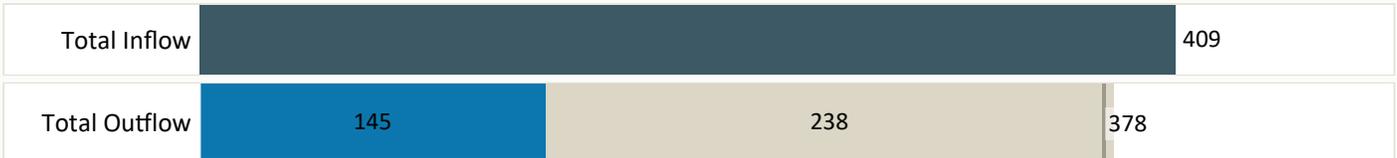
Other non-supportive housing and shelter options that provide system capacity



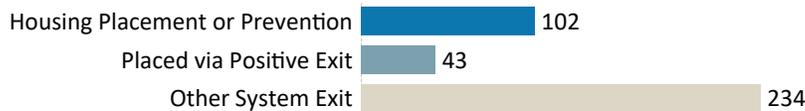
Outcome Metric 2: Programmatic Inflow and Outflow

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

Monthly Average Household Inflow and Outflow



Average # of Households Exiting the System by Exit Type



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

Other Unresolved System Exit 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

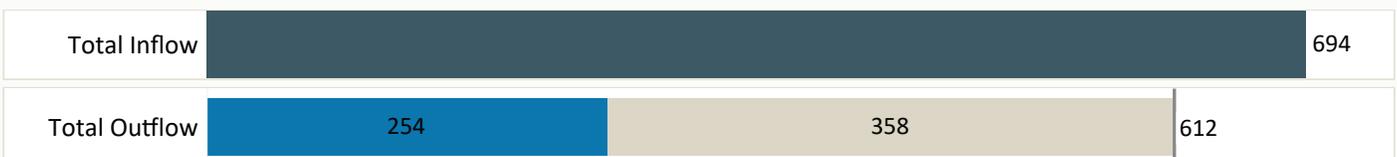
Homelessness Preventions Households receiving Eviction or Homelessness Prevention funds are only counted in Outflow if they were included in the Inflow count prior to receiving prevention funds

of Households Unserved by Entry Point

Number of households with an open entry at the end of the period. This includes households that carried their need over from a prior reporting period.



Monthly Average Individual Inflow and Outflow



Average # of Individuals Exiting the System by Exit Type



of Individuals Unserved by Entry Point

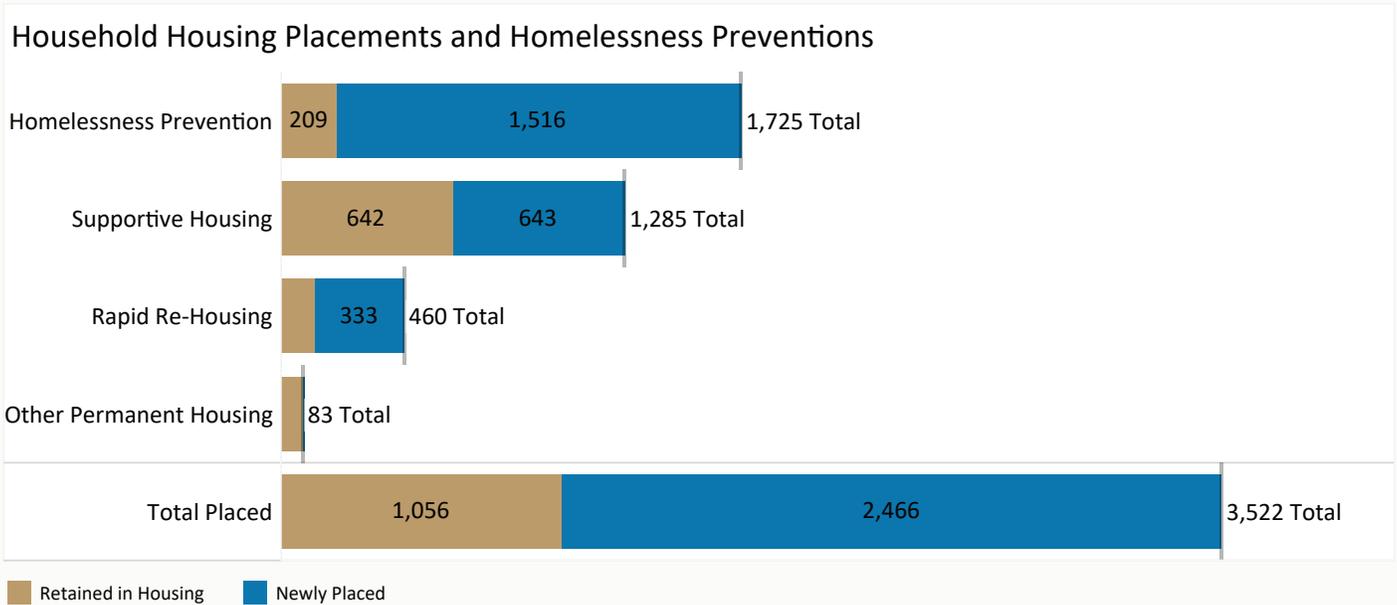
Number of individuals with an open entry at the end of the period. This includes individuals that carried their need over from a prior reporting period.



Outcome Metric 3: Housing Placements & Homelessness Preventions

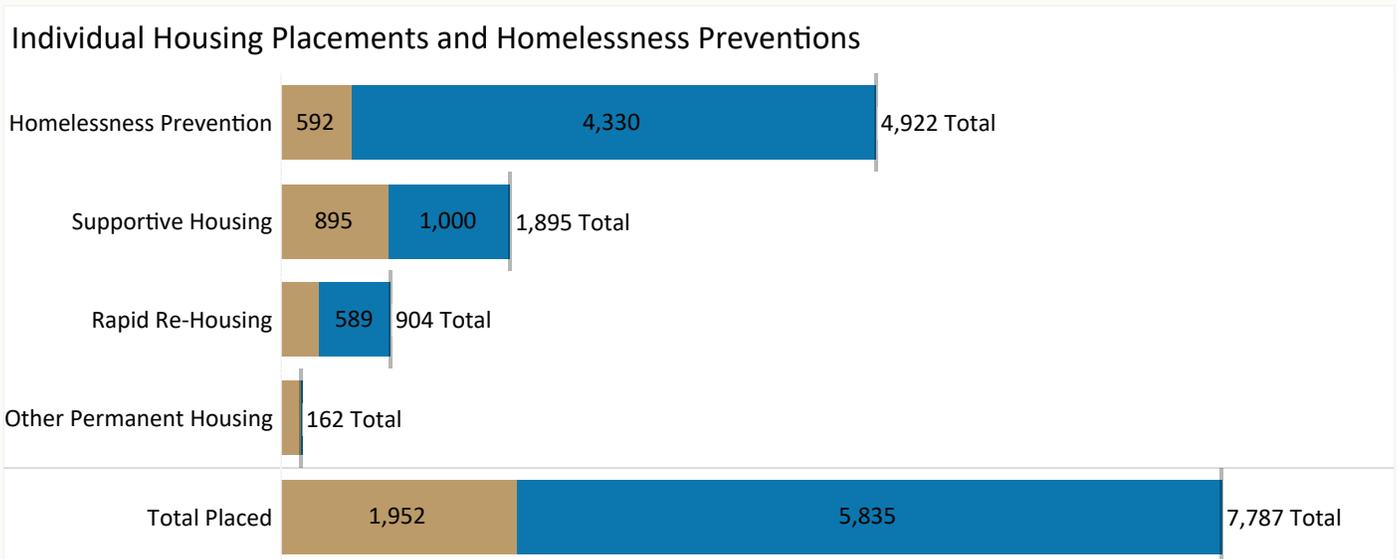
Number of housing placements and homelessness preventions, by housing intervention type (e.g. supportive housing, rapid rehousing).

Households



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

Individuals



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 supportive housing after at least 1 year

% of Households Retained in Supportive Housing 95%	Households Retained in Housing	698
	Households Housed in Year Prior to Reporting Period	740

Households are considered to have been retained in 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

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

Individual Retention Rates

Individuals who were retained in supportive housing after at least 1 year

% of Individuals Retained in Supportive Housing 93%	Individuals Retained in Housing	1,018
	Individuals Housed in Year Prior to Reporting Period	1,097

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).

Housed in FY23	2.35
Unhoused at end of FY23	2.94
Avg Length of Time Homeless	2.78

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.

% of Households Returning to Homelessness Services 4.4%	Households Returning to Services within 2 years	511
	Households Exiting Services in the Last 2 years	11,686

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.

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 3.1%	Individuals Returning to Services within 2 years	787
	Individuals Exiting Services in the Last 2 years	25,595

Outcome Metrics broken down by Racial and Ethnic Identity

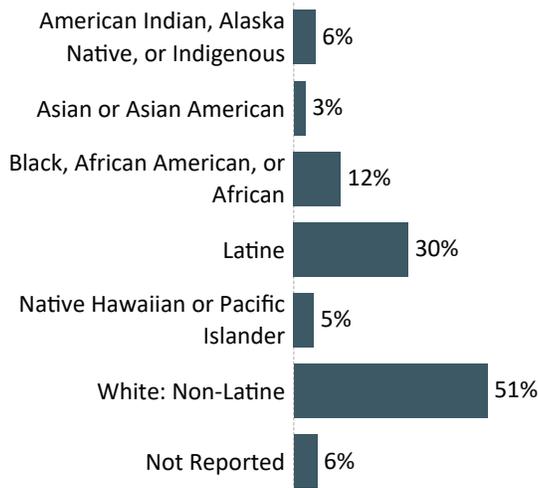
Note: Race and Ethnicity are broken out separately due to HUD data standards. We will be moving toward using REALD once it is available regionally.

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.

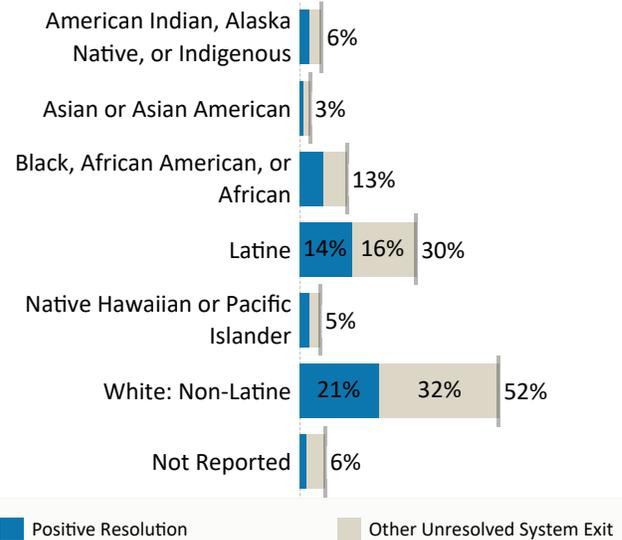
% of Individuals Entering the System by Racial Identity

(alone or in combination)



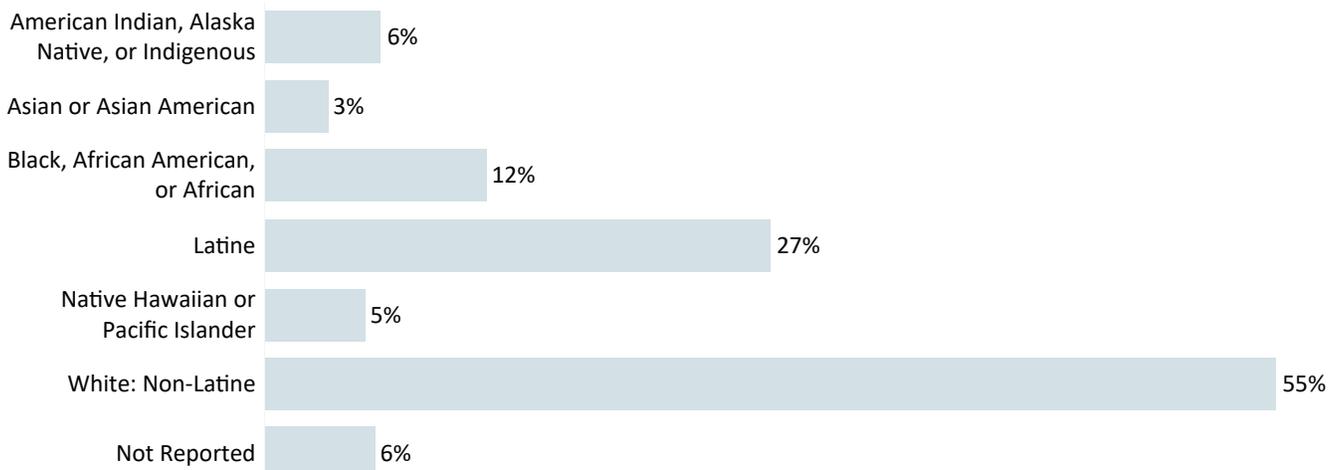
% of Individuals Exiting the System by Racial Identity

(alone or in combination)



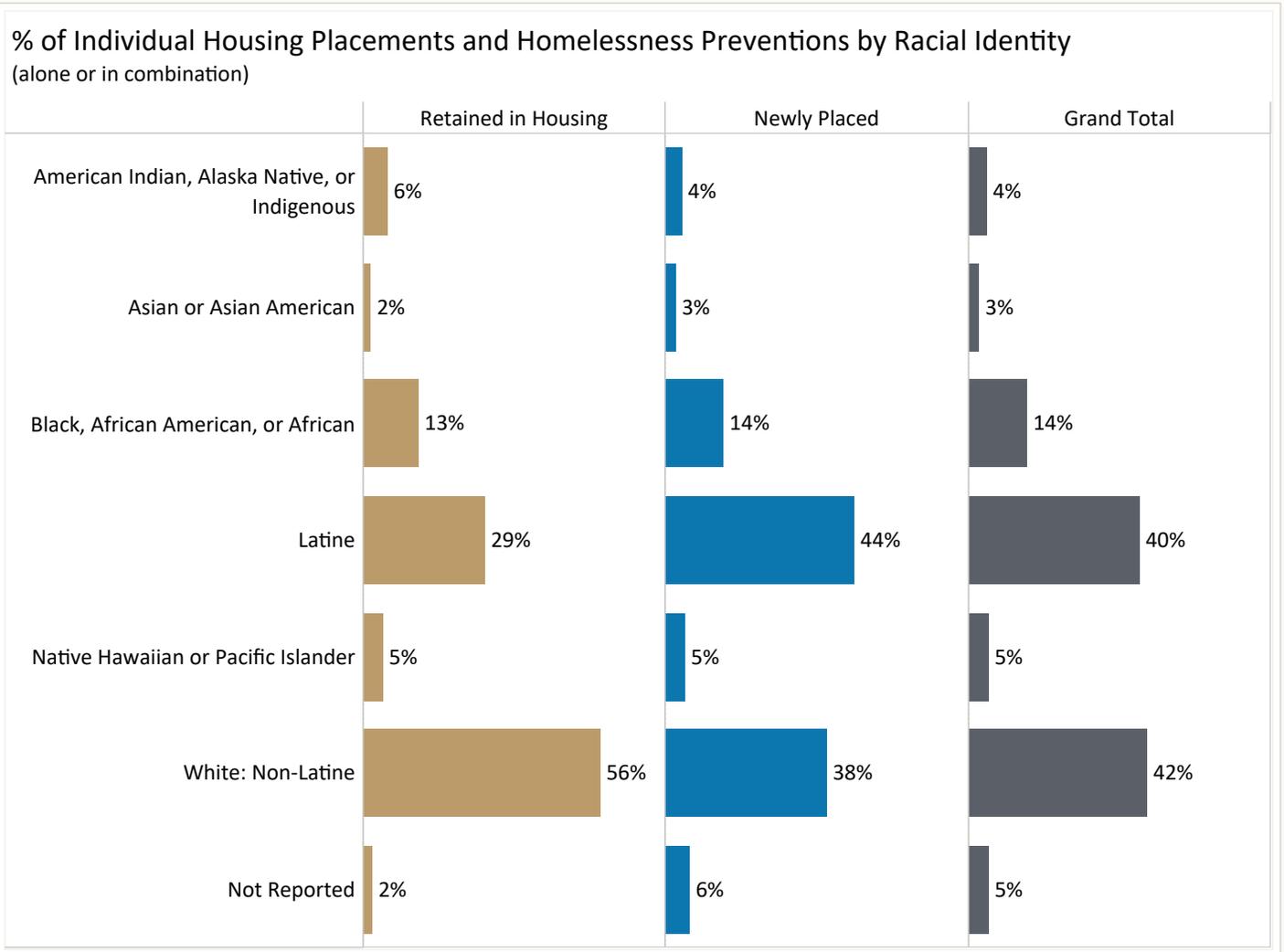
of Individuals Unserved at Period End by Racial Identity

(alone or in combination)



Outcome Metric 3: Housing Placements & Homelessness Preventions

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



Outcome Metric 4: Housing Retention Rates

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

Individual Retention Rates by Racial Identity

Individuals who were retained in supportive housing after at least 1 year



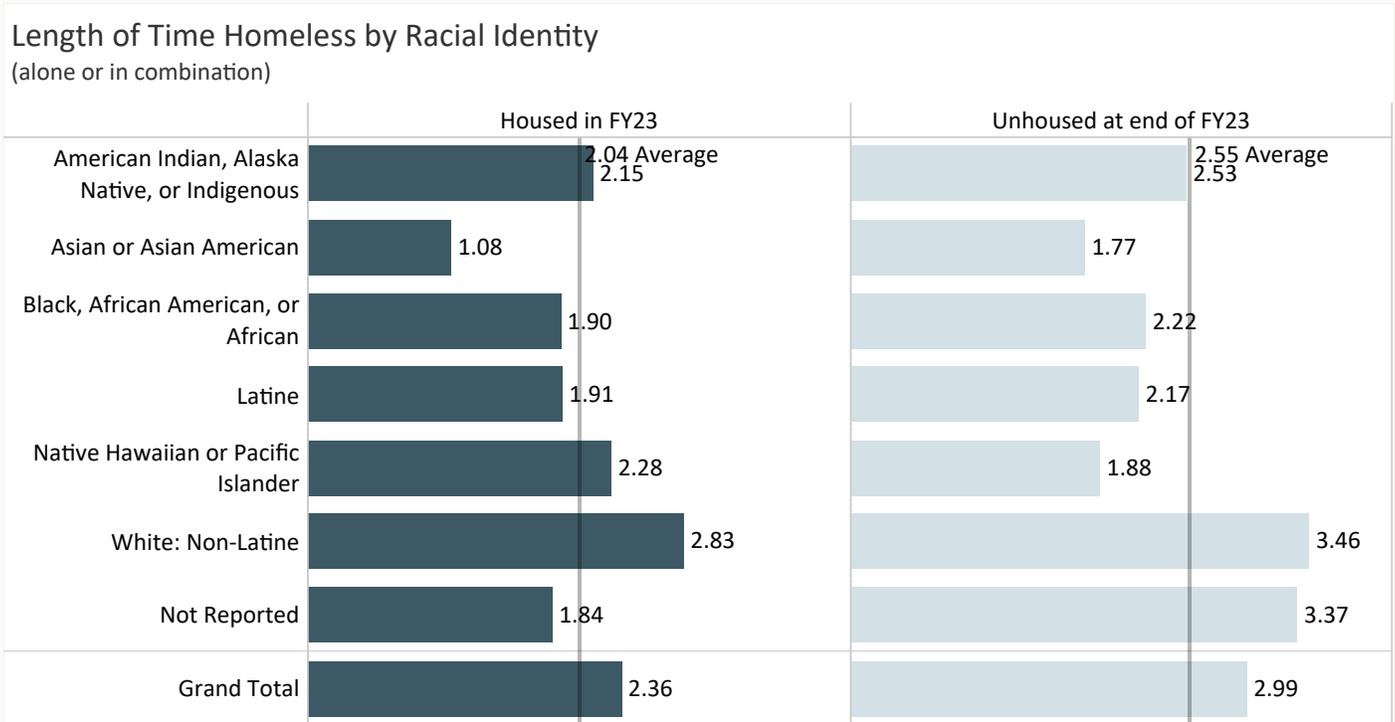
Outcome Metric 5: Length of Homelessness and Returns to Homelessness

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

Length of Homelessness (Years)

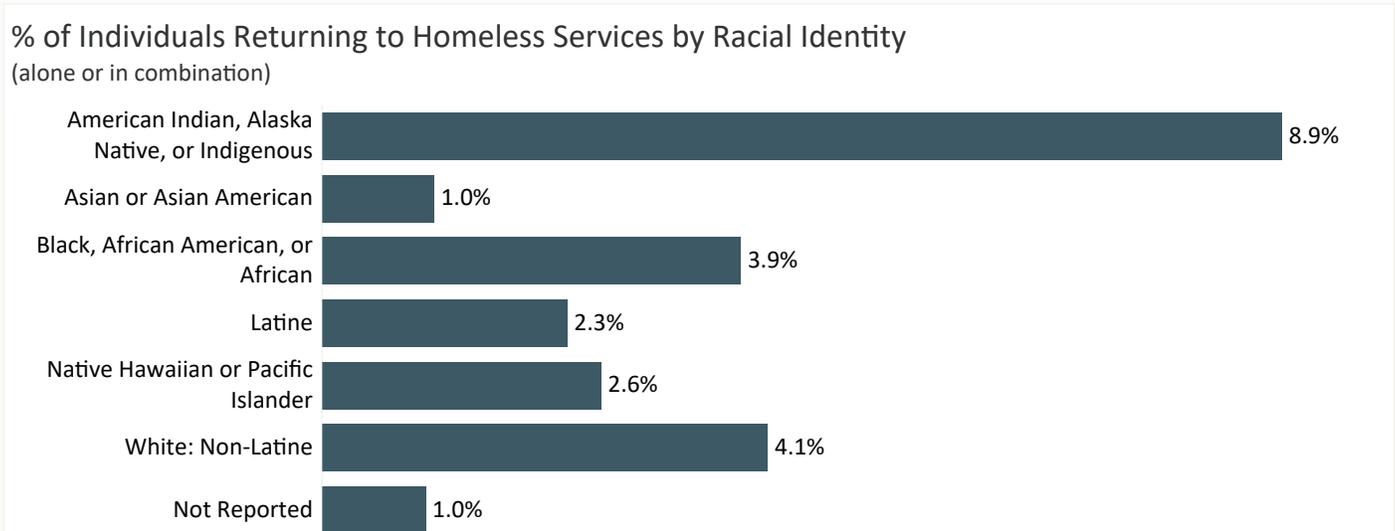
Length of time between approximate date homelessness started (prior to system or program entry) and the last day of the reporting period (if unhoused) or Housing Move-in Date (if housed).

Note: Due to the limited numbers of people in each racial and ethnic group where we are able to accurately calculate the length of homelessness for, these averages could be easily skewed by outliers within each group.



Returns to Homelessness Services

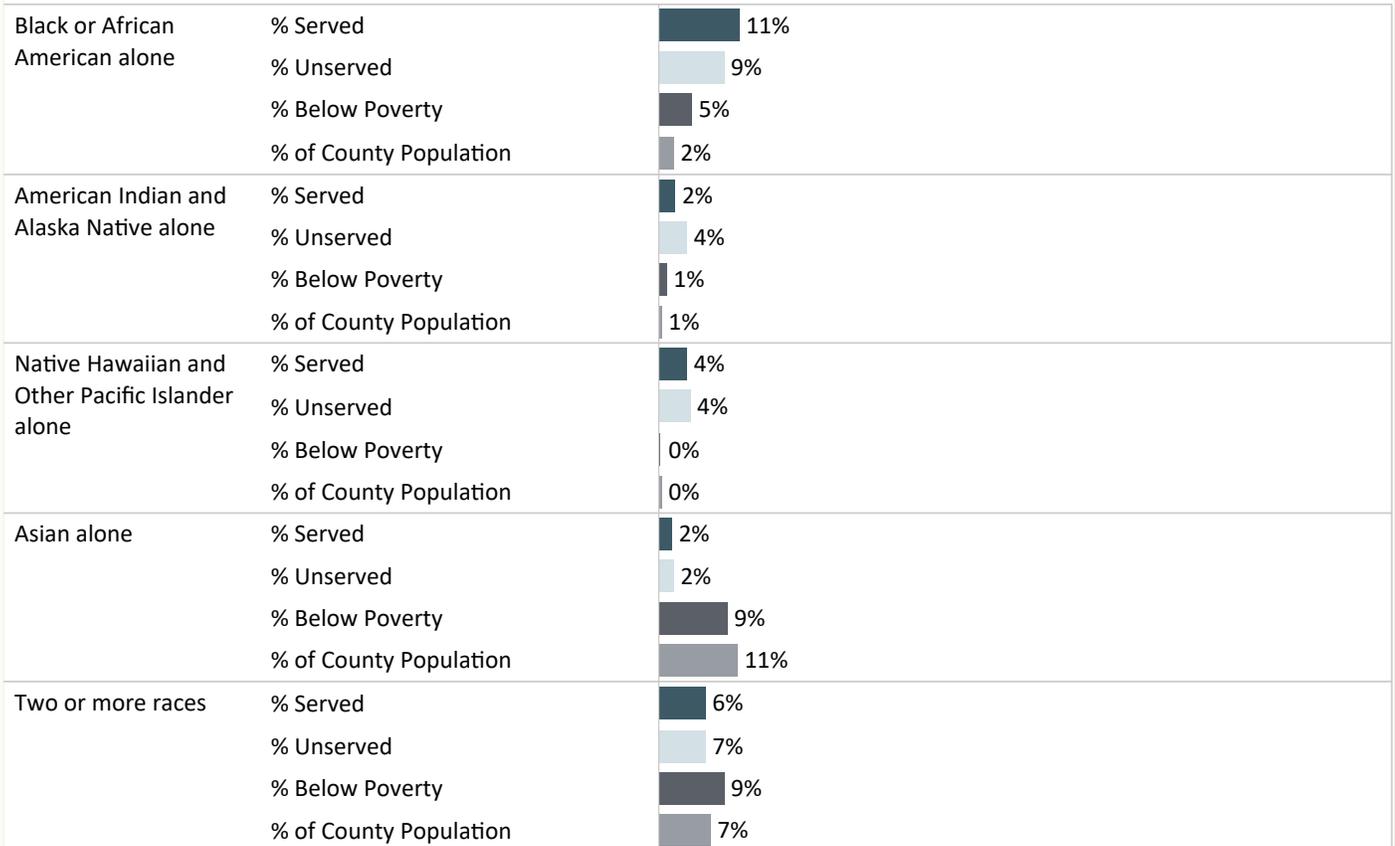
Individuals who exited the homelessness services system to a permanent housing destination, and returned to the homelessness services system within two years of exit.



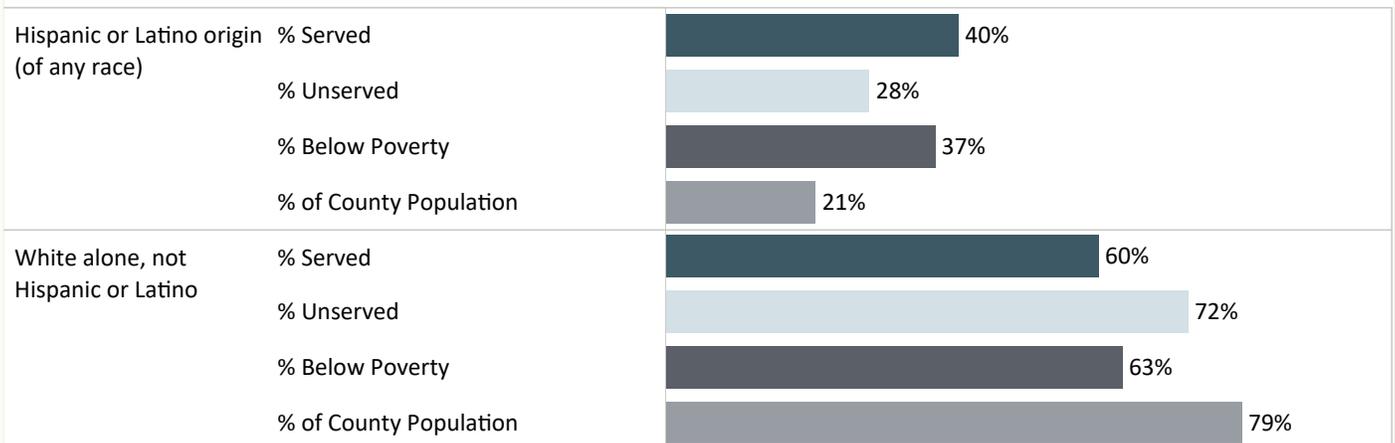
Appendix: Additional Racial Equity Information

How do the populations interacting with our Homeless Services System compare to the overall population and populations in poverty in Washington County?

% of Individuals served by Housing Programs or still awaiting housing services by Racial Identity in comparison to the population (mutually exclusive)



% of Individuals served by Housing Programs and Homelessness Preventions or still awaiting housing services by Ethnic Identity in comparison to the population



Population data is from the American Community Services 2020 poverty data found at: <https://data.census.gov/cedsci/table?q=S1701%20&g=0500000US41067&tid=ACST5Y2020.S1701>

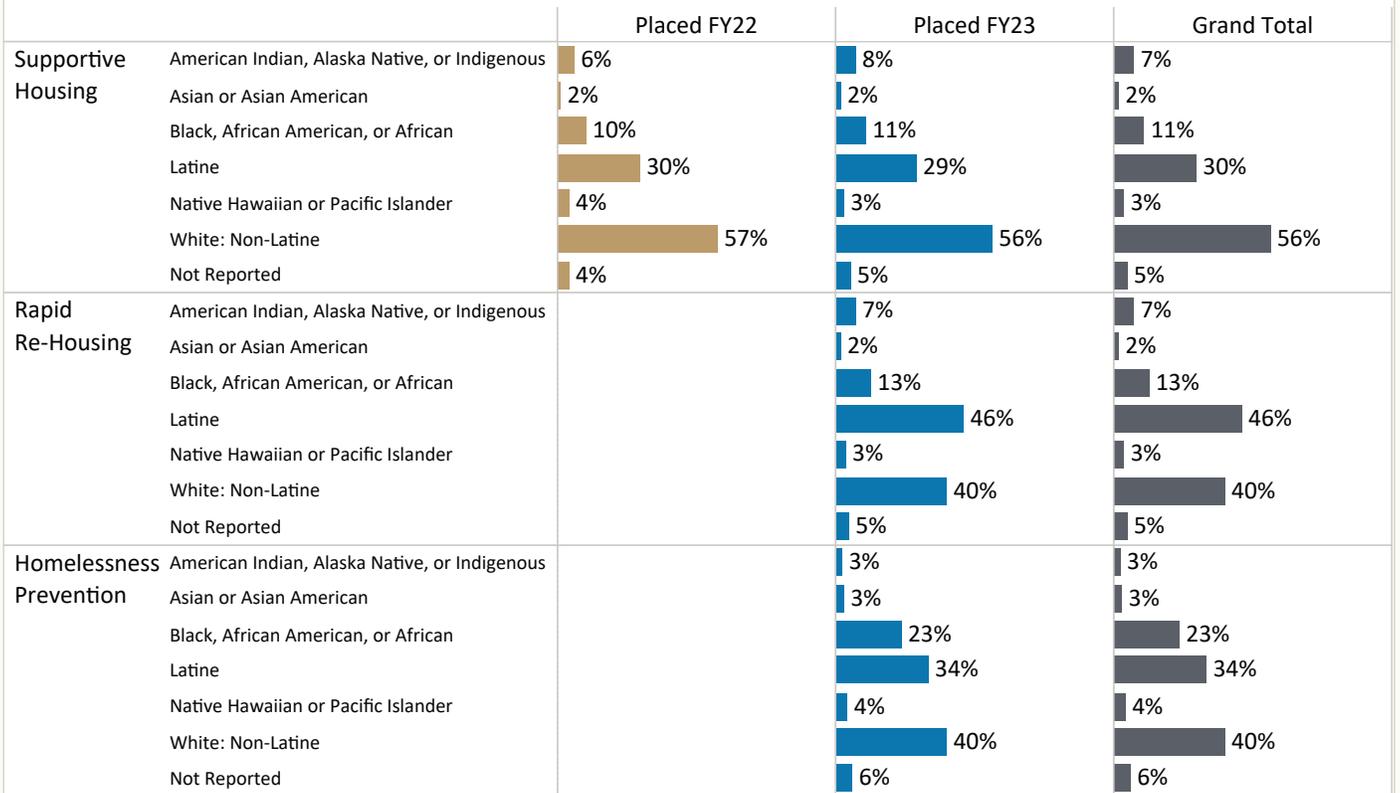
Attachment D. Other required annual reporting outcomes

Metric	Outcome	Notes
Equitable service delivery metrics		
Culturally specific capacity investment increase from last year	\$5,420,099 (FY 21-22) \$10,645,852 (FY 22-23)	Investments in culturally specific providers nearly doubled from the 21-22 year into the 22-23 year. Figures reflect contract allocations and further information on expenses paid is highlighted in the attachment G.
Rates of pay for direct service staff by agency	\$46,377 to \$52,838 (average across agencies)	The Annual Contract Performance Evaluation and Report conducted in the spring of 2023 gathered data across 20 participating agencies and reported salary information across five direct service position categories. Notably, salaries tend to be higher at smaller and culturally specific organizations.
Staff diversity by race, ethnicity, sex. Orientation, gender, disability and lived experience	See attachment	The Annual Contract Performance Evaluation and Report conducted in the spring of 2023 gathered data across homeless services agencies and reported aggregate staff demographic information including race, ethnicity, gender identity, sexual orientation, lived experience, generation, veteran status, languages spoken, and disability status. Key findings include: nearly half of staff surveyed reported lived experience of homelessness or housing instability, 73% of staff surveyed identify as female, and almost all communities of color are over-represented in agency staff proportionate to overall population representation in Washington County.
Engagement and decision-making metric		
Advisory body diversity	<p>CoC Board:</p> <ul style="list-style-type: none"> • 27% have lived experience • 11% identify as Latine • 14% identify as Black/African American/African • 5% identify as Asian/Asian America • 3% identify as American Indian/Alaska Native/Indigenous • 78% identify as White <p>Homeless Plan Advisory Committee:</p> <ul style="list-style-type: none"> • 7% identify as Latine • 21% identify as Black/African American • 7% identify as Asian/Asian America 	Due to the One Governance transition underway, several positions are vacant in our advisory committees as Washington County prepares a robust recruitment process for all positions on the new advisory structure anticipated to launch in January 2024. This work will include the launch of a new advisory committee that is specifically designed to engage people with lived experiences to inform our homeless services programming and policy work.

	<ul style="list-style-type: none"> 50% of members identify as white. 	
Funding leverage metric		
Other funding leveraged to advanced housing outcomes	Approximately \$2,750,000	<ul style="list-style-type: none"> OHCS Executive Order Funds utilized for street outreach, shelter, and housing support (\$530,826.09) OHCS HMIS administration funds (\$100,000) ARPA funds used to fund the Encampment Management Program included funding for staffing capacity to coordinate services and camp cleanup efforts including providing resources for participants (\$721,146.81) OHCS out of the cold funds administered through CAO (\$700,000 approx.) Does not include CoC funded programming

Attachment E: Equity Analysis of Outcomes

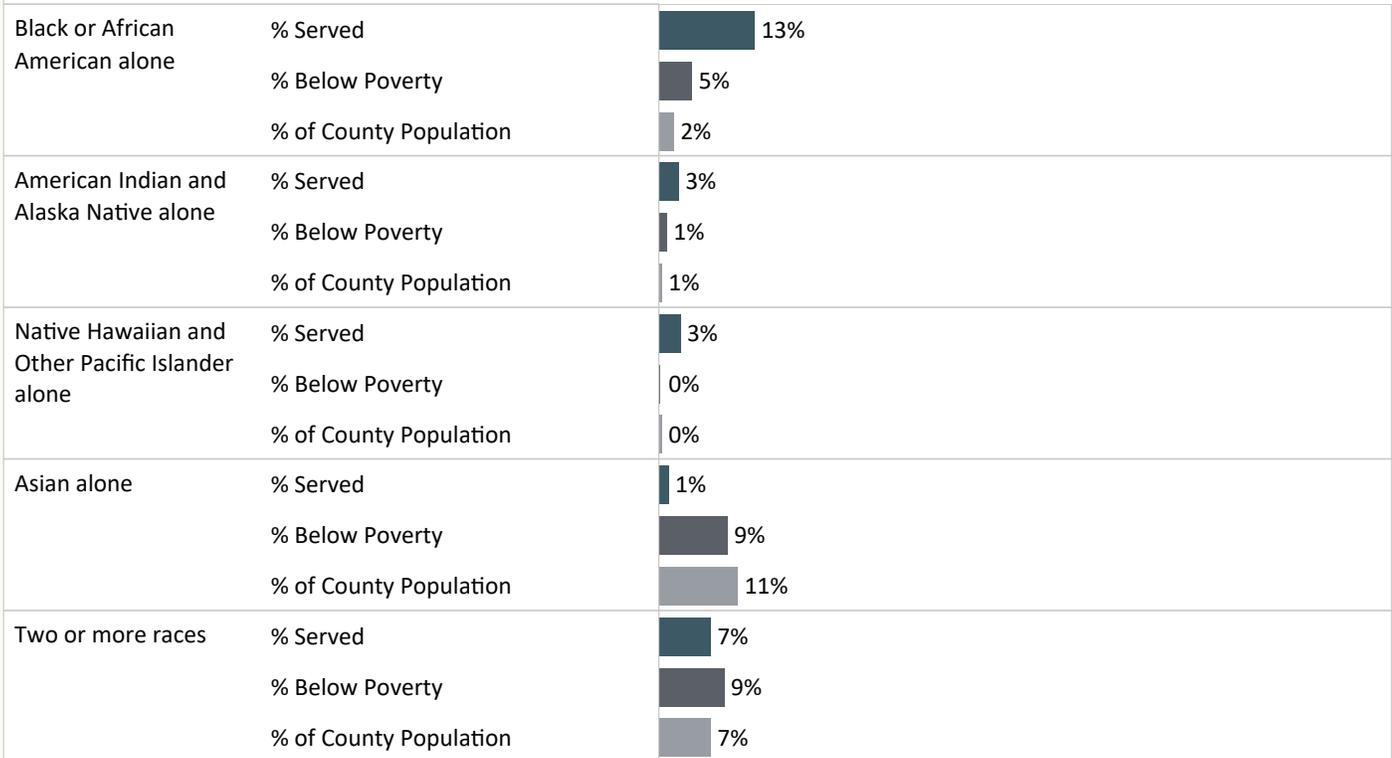
% of Individual Housing Placements and Homelessness Preventions by Racial Identity and Placement Period
(alone or in combination)



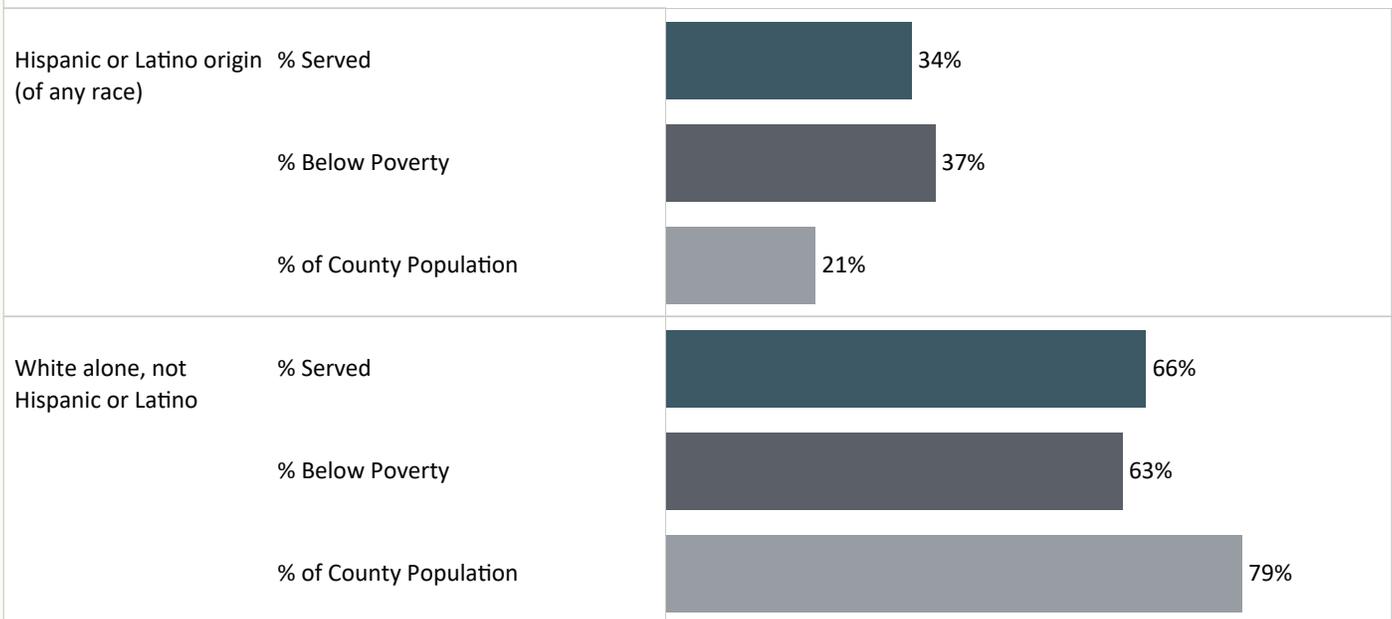
		Placed FY22		Placed FY23		Grand Total	
		Count	% of Total	Count	% of Total	Count	% of Total
Supportive Housing	American Indian, Alaska Native, or Indigenous	24	6%	71	8%	93	7%
	Asian or Asian American	6	2%	18	2%	22	2%
	Black, African American, or African	40	10%	100	11%	138	11%
	Latine	119	30%	274	29%	387	30%
	Native Hawaiian or Pacific Islander	16	4%	29	3%	45	3%
	White: Non-Latine	229	57%	528	56%	728	56%
	Not Reported	16	4%	51	5%	66	5%
Rapid Re-Housing	American Indian, Alaska Native, or Indigenous			28	7%	28	7%
	Asian or Asian American			6	2%	6	2%
	Black, African American, or African			49	13%	49	13%
	Latine			178	46%	178	46%
	Native Hawaiian or Pacific Islander			13	3%	13	3%
	White: Non-Latine			156	40%	156	40%
	Not Reported			18	5%	18	5%
Homelessness Prevention	American Indian, Alaska Native, or Indigenous			29	3%	29	3%
	Asian or Asian American			36	3%	36	3%
	Black, African American, or African			267	23%	267	23%
	Latine			381	34%	381	34%
	Native Hawaiian or Pacific Islander			47	4%	47	4%
	White: Non-Latine			458	40%	458	40%
	Not Reported			69	6%	69	6%

How do the populations SHS serves in Housing and Prevention programs compare to the overall population and populations in poverty in Washington County?

% of Individuals served by SHS Housing Programs by Racial Identity in comparison to the population (mutually exclusive)

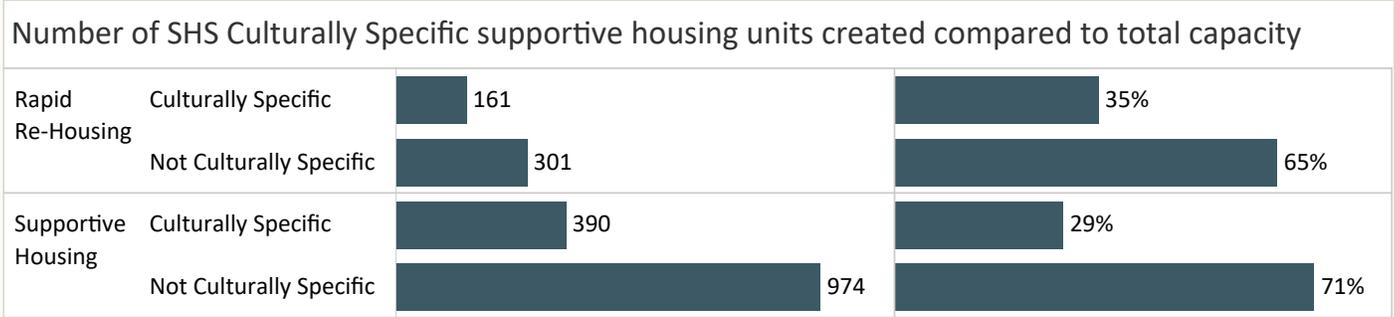


% of Individuals served by Housing Programs and Homelessness Preventions by Ethnic Identity in comparison to the population

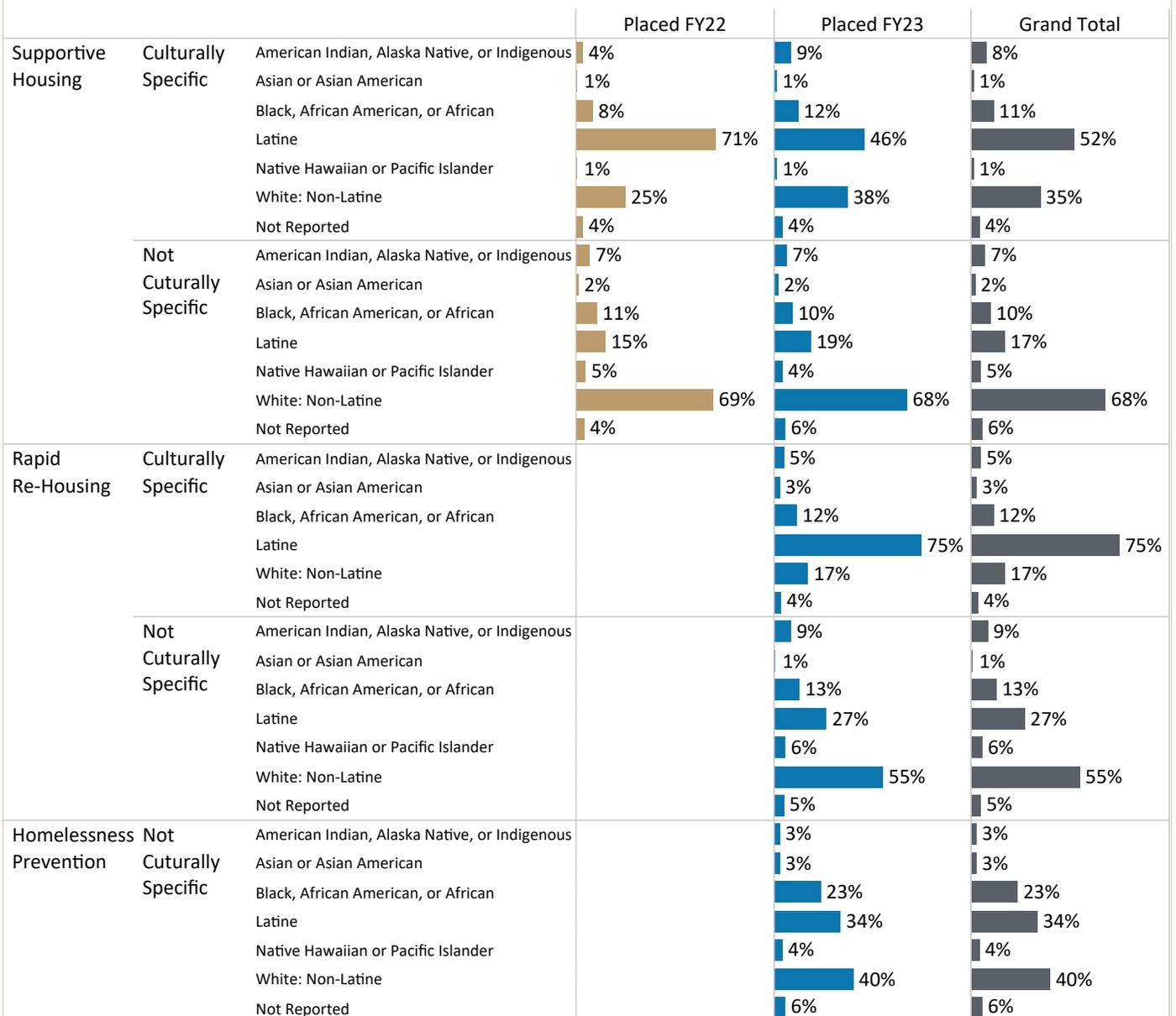


Population data is from the American Community Services 2020 poverty data found at: <https://data.census.gov/cedsci/table?q=S1701%20&g=0500000US41067&tid=ACST5Y2020.S1701>

How many culturally specific units has SHS created and what are the racial equity outcomes for culturally specific vs non-culturally specific providers?

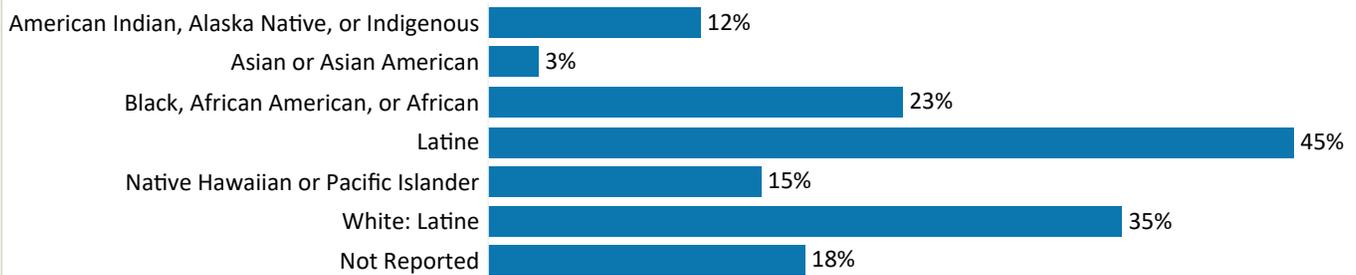


% of Individual Housing Placements and Homelessness Preventions by Racial Identity - SHS Culturally Specific providers vs non-Culturally Specific (alone or in combination)



Racial Equity Outcomes for SHS Shelters

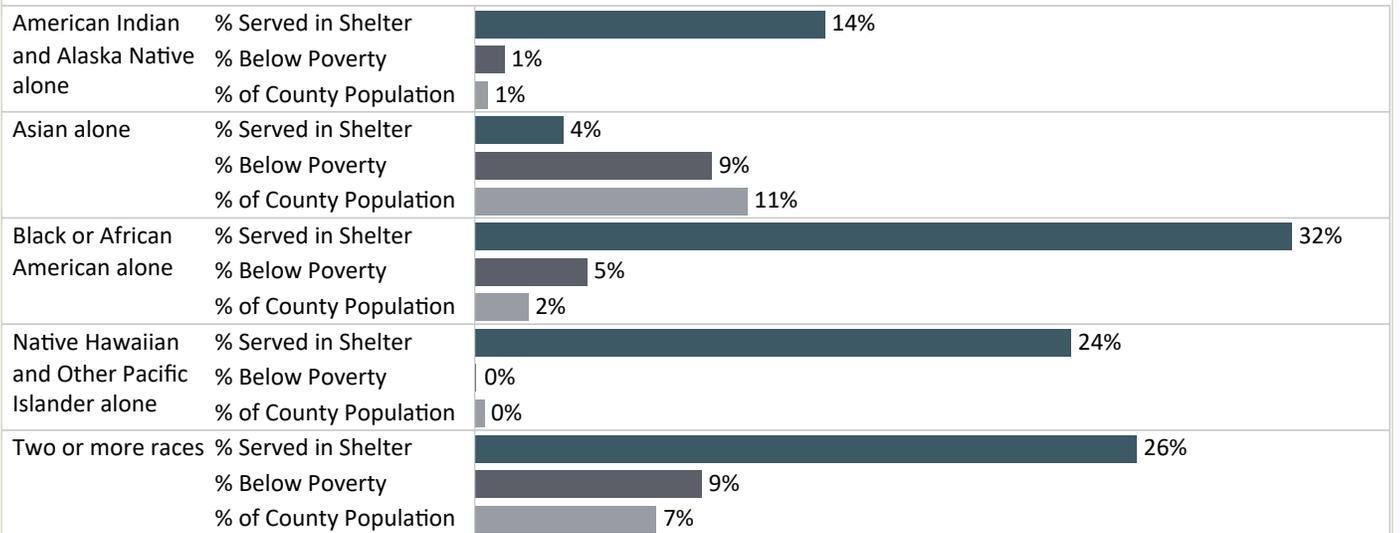
% of Individuals served in SHS Shelters by Racial Identity (alone or in combination)



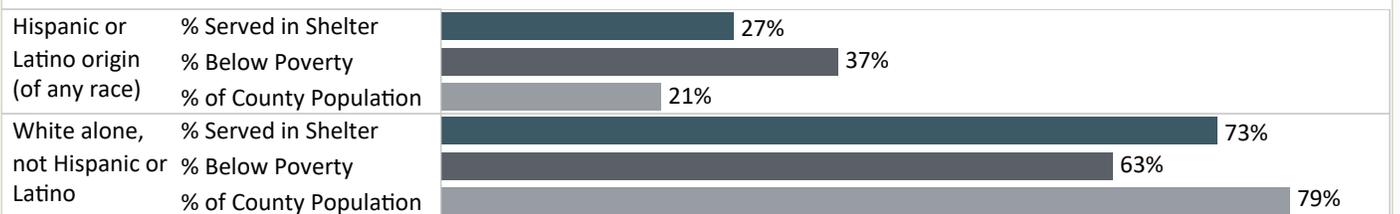
	Count	% of Total
American Indian, Alaska Native, or Indigenous	91	12%
Asian or Asian American	22	3%
Black, African American, or African	178	23%
Latine	346	45%
Native Hawaiian or Pacific Islander	117	15%
White: Latine	272	35%
Not Reported	136	18%

How do the populations SHS serves in Shelter compare to the overall population and populations in poverty in Washington County?

% of Individuals served by SHS Shelters by Racial Identity in comparison to the population



% of Individuals served by SHS Shelters by Ethnic Identity in comparison to the population



Attachment F: SHS Funded Programs Overview

Name of Program	Program Type (shelter, PSH, RRH, etc)	Program start date	EOY FY22/23 Contracted Capacity
Housing Case Management Services	PSH	Fall 2021	11,890,431
Enhanced Rapid Rehousing	RRH	Fall 2022	4,927,447
Eviction Prevention	EP	Winter 2023	3,836,000
Permanent Supportive Housing	PSH	Fall 2022	541,520
Congregate Shelter	Shelter	Fall 2021	2,520,754
Non-Congregate Shelter	Shelter	Fall 2021	6,622,019
Alternative Shelter	Shelter	Fall 2022	959,612
Outreach	Outreach	Fall 2022	2,437,120
Housing Liaisons	Navigation	Summer 2022	1,136,800
Housing Careers	Workforce	Winter 2023	1,111,621
Regional Long Term Rental Assistance	PSH	Fall 2021	11,969,946
Total contracted programming			\$47,953,270.00

Attachment G. SHS Service Provider Contracted Providers Overview

Name of Provider	Contracted Programs	Culturally specific?	Culturally Specific Population	FY 21-22 Contract Amount	FY 21-22 Expenses Paid	FY 22-23 Contract Amount	FY 22-23 Expenses paid
Bienestar	PSH, RRH, Housing Liaisons	X	Hispanic/Latino/a/e	435,203	161,899	1,245,226	718,487
Boys and Girls Aid	PSH, RRH, Housing Liaisons			94,875	58,500	531,809	267,321
Centro Cultural	PSH, RRH, Shelter	X	Hispanic/Latino/a/e	1,341,722	574,360	3,069,764	2,448,041
Community Action	PSH, RRH, Shelter			628,561	350,472	4,601,200	4,411,232
CPAH	PSH, RRH			379,203	2,807	816,753	451,423
Easter Seals	PSH, RRH			379,203	92,675	779,449	435,733
Family Promise of Greater Washington County	PSH, RRH, Shelter			625,112	257,400	425,556	208,018
Family Promise of Tualatin Valley	PSH, RRH, Shelter			686,287	264,891	2,336,858	1,894,136
Forest Grove Foundation	Outreach			-	-	286,720	190,769
Good Neighbor Center	PSH, RRH, Shelter			350,000	-	553,234	371,153
Greater Good Northwest	PSH, Shelter, Outreach	X	Black, Indigenous and POC	2,634,501	399,602	3,065,902	2,800,881
HomePlate	PSH, RRH, Outreach			568,804	36,472	1,133,352	719,278
IRCO	PSH, RRH, Outreach	X	Immigrants and Refugees	624,804	11,200	1,719,015	201,187
JOIN	PSH, RRH			491,804	13,646	851,111	119,632

Just Compassion	PSH, RRH, Shelter, Outreach			1,003,602	597,130	2,476,751	1,944,587
NARA	PSH, RRH	X	Indigenous	-	-	475,556	104,942
New Narrative	PSH, RRH, Outreach, Housing Liaisons			568,804	69,811	1,617,183	886,502
Open Door	PSH, RRH, Shelter, Outreach, Housing Liaisons, and Housing Careers			1,340,893	835,193	5,260,613	4,453,362
Project Homeless Connect	PSH, RRH, Shelter, Outreach, Housing Liaisons			562,212	183,898	3,462,591	2,559,557
Virginia Garcia	Recuperative Care	X	Hispanic/Latino/a/e	-	-	68,501	30,382
Sequoia	PSH			378,561	-	817,869	308,276
Urban League	PSH, RRH	X	Black/African American	383,869	79,614	1,001,888	254,674
Work Systems	Housing Careers			-	-	1,053,381	77,925
Totals				\$11,849,235	\$3,989,570	\$37,650,282	\$25,857,498
Culturally specific Totals				\$5,420,099	\$1,226,675	\$10,645,852	\$6,558,594

Yellow Cell = County to fill in
Blue Cell = Formula calculation

Due Date: The Quarterly Progress Report is due to Metro within 45 days after the end of each quarter (IGA 7.1.2).
The Annual Program Report is due no later than October 31 of each year (IGA 7.1.1).

Metro Supportive Housing Services
Financial Report for Quarterly Progress Report (IGA 7.1.2) and Annual Program Report (IGA 7.1.1)
Washington County
FY2022-23, Q4

Attachment H: Annual Financial Report

Financial Report (by Program Category)

COMPLETE THE SECTION BELOW EVERY QUARTER. UPDATE AS NEEDED FOR THE ANNUAL REPORT.

	Annual Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total YTD Actuals	Variance Under / (Over)	% of Budget	Comments
Metro SHS Resources									
Beginning Fund Balance	-	47,427,624	-	-	-	47,427,624	(47,427,624)	N/A	
Metro SHS Program Funds	50,328,300	13,598,070	15,434,915	22,910,614	62,733,372	114,676,971	(64,348,671)	228%	
Interest Earnings	-	193,464	307,564	443,391	562,297	1,506,716	(1,506,716)	N/A	
<i>insert add'l lines as necessary</i>	-	-	-	-	-	-	-	N/A	
Total Metro SHS Resources	50,328,300	61,219,158	15,742,479	23,354,004	63,295,669	163,611,310	(113,283,010)	325%	
Metro SHS Requirements									
Program Costs									
Activity Costs									
Shelter, Outreach and Safety on/off the Street	11,670,429	1,373,304	3,220,475	3,702,937	3,103,479	11,400,195	270,234	98%	
Short-term Housing Assistance	7,525,214	95,942	450,066	1,032,784	6,563,418	8,142,211	(616,996)	108%	
Permanent supportive housing services	9,307,031	626,843	2,003,981	1,572,816	6,040,079	10,243,720	(936,689)	110%	
Long-term Rent Assistance	11,396,205	2,095,470	1,697,001	3,422,367	4,755,108	11,969,946	(573,742)	105%	
Other supportive services	3,774,681	152,472	188,356	262,663	438,669	1,042,160	2,732,521	28%	
Systems and Capacity Building	1,499,102	-	-	502,934	-	3,867,150	(2,368,048)	258%	
Subtotal Activity Costs	45,172,662	4,501,471	7,938,688	10,496,501	23,728,722	46,665,382	(1,492,720)	103%	
Administrative Costs⁽¹⁾									
Admin: Long-term Rent Assistance	231,928	39,703	39,117	97,397	78,598	254,815	(22,887)	110%	Administrative Costs for long-term rent assistance equals 2% Administrative Costs for Other Program Costs equals 3% of
Admin: Other	1,682,730	279,613	200,204	520,507	130,205	1,130,529	552,201	67%	
Subtotal Administrative Costs	1,914,658	319,316	239,321	617,904	208,803	1,385,344	529,314	72%	
Other Costs									
Debt Service	-	-	-	-	-	-	-	N/A	
Regional Strategy Implementation Fund ⁽²⁾	2,500,000	-	-	-	86,518	86,518	2,413,482	3%	Regional Strategy Implementation Fund equals 0% of Partner's total YTD expenses
<i>insert add'l lines as necessary</i>	-	-	-	-	-	-	-	N/A	
Subtotal Other Costs	2,500,000	-	-	-	86,518	86,518	2,413,482	3%	
Total Program Costs	49,587,320	4,820,787	8,178,009	11,114,405	24,024,043	48,137,244	1,450,075	97%	
Contingency and Ending Fund Balance									
Contingency ⁽³⁾	740,980	-	-	-	-	-	740,980	0%	Contingency equals 0% of Partner's total YTD expenses. Stabilization Reserve equals 71% of Partner's total YTD expenses.
Ending Fund Balance (Stabilization Reserve) ⁽⁴⁾	-	56,398,371	7,564,470	12,239,599	39,271,626	115,474,066	(115,474,066)	N/A	
Subtotal Contingency and Ending Fund Balance	740,980	56,398,371	7,564,470	12,239,599	39,271,626	115,474,066	(114,733,086)	15584%	
Total Metro SHS Requirements	50,328,300	61,219,158	15,742,479	23,354,004	63,295,669	163,611,310	(113,283,011)	325%	

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

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

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

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

Spend-Down Plan (IGA 5.5.2.1)

	Expected % of Budget Spent per Quarter	Actual % Spent ⁽⁵⁾	Variance	Comments
Quarter 1	10%	10%	0%	Explain any material deviations from the Spend-Down Plan. ⁽⁶⁾
Quarter 2	15%	16%	-1%	
Quarter 3	20%	22%	-2%	
Quarter 4	30%	48%	-18%	
Total	75%	97%	-22%	

⁽⁵⁾ For the purpose of comparing "Actual % Spent," Partner should utilize the "% of Budget" figure from the "Total Program Costs" row in the above Financial Report (i.e. excluding Contingency and Ending Fund Balance), as indicated in the formula.

⁽⁶⁾ 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.

Non-Displacement (IGA 5.5.1)

ANNUAL FINANCIAL REPORT ONLY

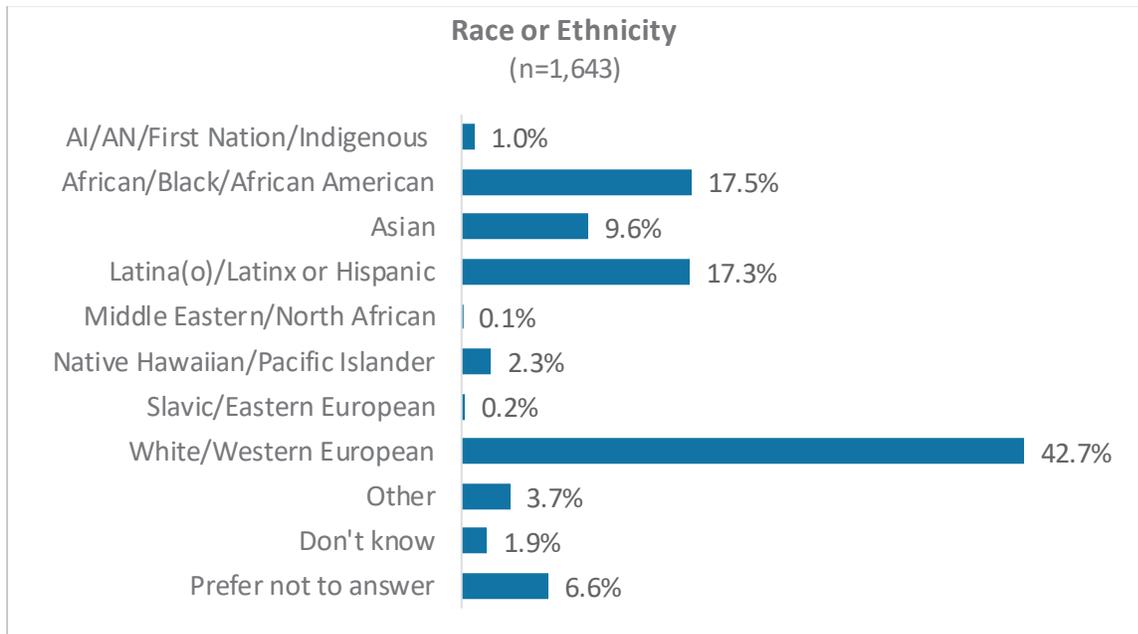
	FY18-19 Budget	FY19-20 Budget	Prior FY Budget	Current FY Budget	Current FY Actuals	Variance from Benchmark	Comments
Current Partner-provided SHS Funds (Partner General Funds) ⁽⁵⁾	N/A	794,401	N/A	1,001,800	1,001,800	207,399	
Other Funds ⁽⁶⁾	3,875,537	N/A	4,483,941	4,481,259	4,625,960	750,423	

⁽⁵⁾ 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.

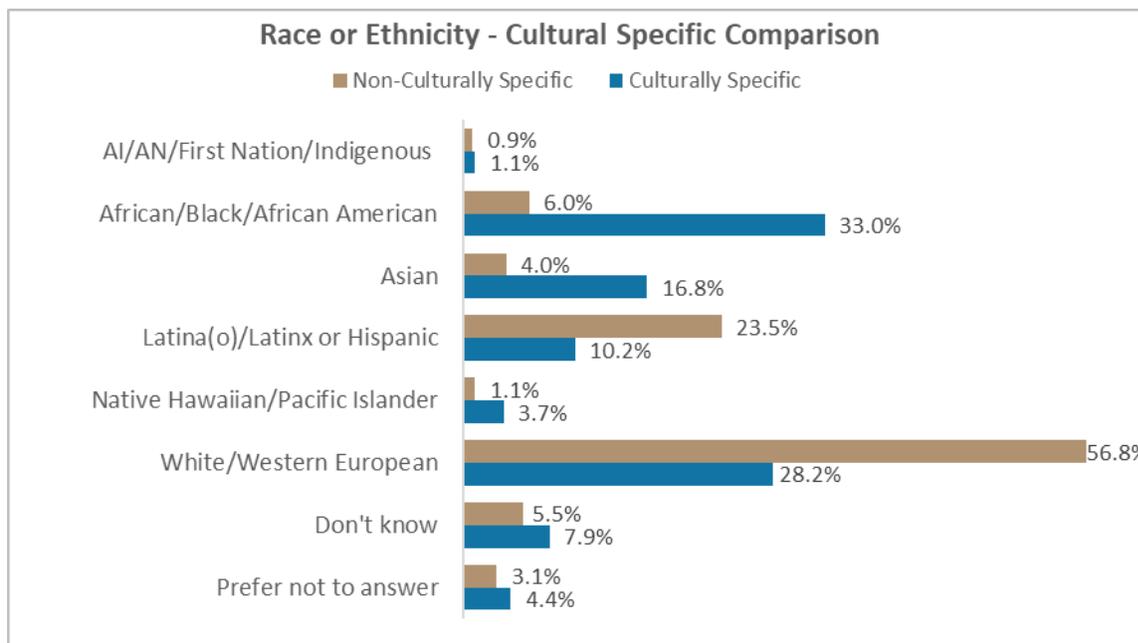
⁽⁶⁾ Per IGA Section 5.5.1.1 OTHER FUNDS include, but are not limited to, various state or federal grants and other non-general fund sources. Partner will attempt, in good faith, to maintain such funding at the same levels set forth in Partner's FY 2018-19 budget. However, because the amount and availability 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.

Attachment I: Provider Staff Demographics and Pay Equity Analysis

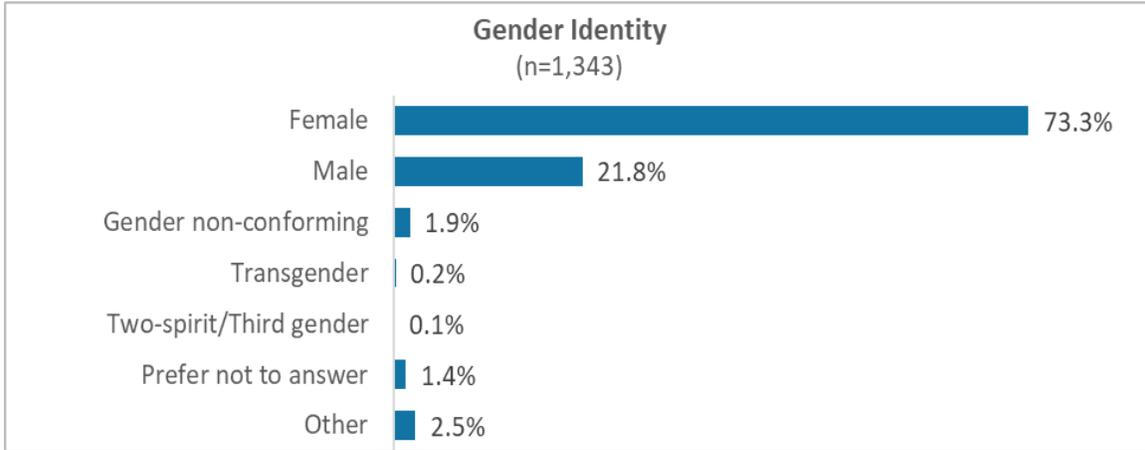
Metric 1: Provides a breakdown of race and ethnicity survey results from all SHS funded partner agencies.



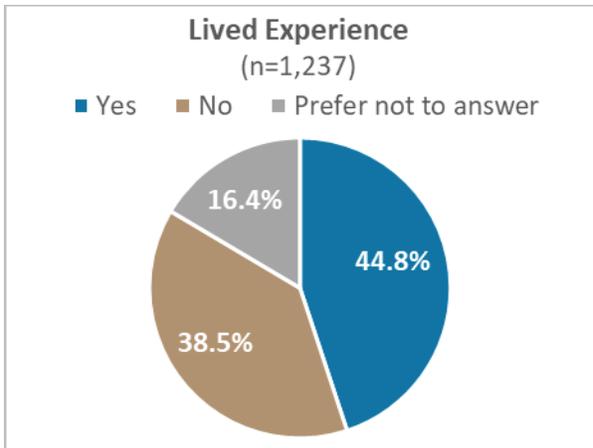
Metric 2: Provides a breakdown of race and ethnicity survey results from partner agencies with an additional layer of analysis comparing culturally specific providers and non-culturally specific providers. Sample size was 1,643 individuals.



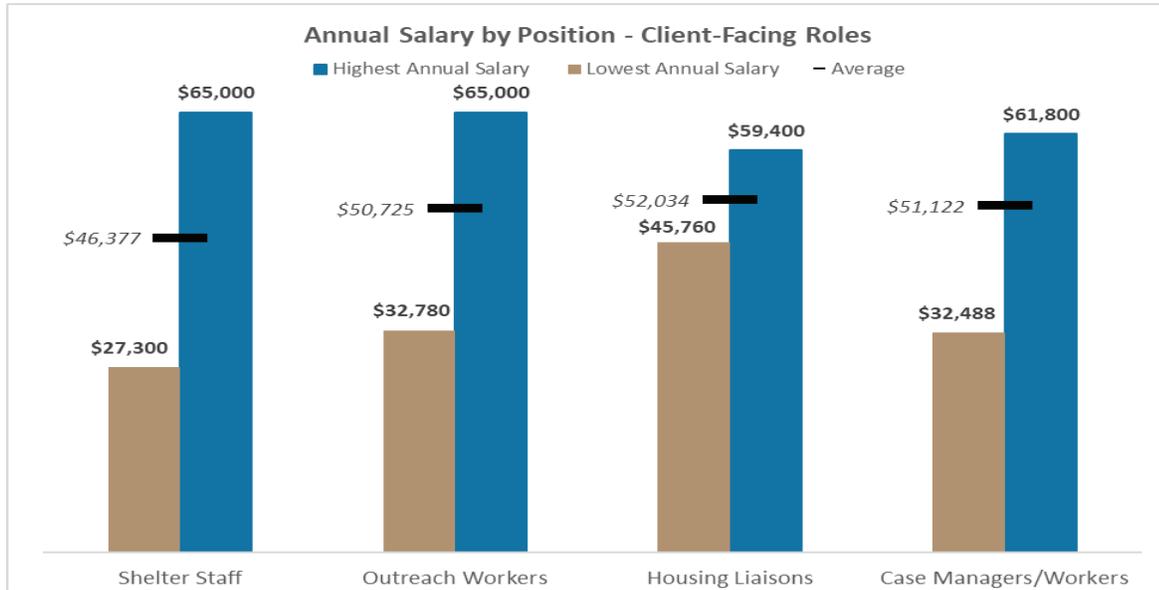
Metric 3: Reflects gender identity and lived experience results from staff demographic survey



Metric 4: Reflects lived experience of homelessness or housing instability for partner agency staff surveyed.



Metric 5: Provides breakdown of pay rates and ranges for direct service level staff across 20 partner agencies.



Metric 6: Provides more comprehensive pay analysis across a variety of positions with partner agencies.

Washington County SHS Contracted Organizations Salary Overview					
	Number of Organizations	Number of Employees	Min Salary	Average Salary	Max Salary
Position Type					
Case Managers	19	118	\$32,488	\$51,122	\$61,800
Housing Liaison	11	42	\$45,760	\$52,034	\$59,400
Outreach Workers	12	36	\$32,780	\$50,725	\$65,000
Shelter Staff	10	111	\$27,300	\$46,377	\$65,000
Other Client-Facing Role	12	289	\$27,300	\$52,838	\$169,620
Administrative Role	16	114	\$31,616	\$56,199	\$78,500
Management Role	21	231	\$36,416	\$66,086	\$154,664
Executive Leadership	20	87	\$68,700	\$111,054	\$249,787
Organization Size					
1-15 Staff	9	74	\$37,440	\$62,687	\$162,266
16-50 Staff	8	212	\$35,000	\$60,360	\$249,787
Over 50 Staff	3	766	\$27,300	\$60,847	\$228,800
Culturally Specific Services					
Culturally Specific	6	560	\$36,416	\$60,160	\$249,787
Non-Culturally Specific	15	501	\$27,300	\$51,748	\$228,800



THANK YOU!

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