Supportive Housing Services (SHS) Annual Work Plan

Supportive Housing Services Program

FY 2024-25

Washington County (~~August 30, 2024~~) (Amended April 1, 2025)

SECTION 1: INSTRUCTIONS FOR ANNUAL WORK TEMPLATE

Please read through these instructions before completing the Goals & Objectives section of this annual work plan template.

Annual work plans are due **April 1** of each fiscal year. Work plans include goals and objectives for the following fiscal year. For example, a work plan submitted in April 2022 includes goals and objectives for FY22/23.

Completed work plans should be submitted to Metro program staff via email and should be sent to **HousingServices@OregonMetro.gov**.

Once received, Metro will review the work plan against your Local Implementation Plan and annual budget and may request changes to ensure consistency and alignment.

Please enter annual objectives in each category below. Objectives should stem from your local implementation plans as well as from the SHS regional goals and metrics. Entering objectives for the regional goals/metrics is required for each year. Each year, your program should be making progress toward the 10-year regional goals as well. Objectives should state what that planned progress is (e.g. launching a new program, expanding by #/% of providers, etc.) and how progress will be measured.

Entering objectives that stem from your LIP goals is also required (there should be at least one objective per goal *category* in your LIP), though you are entering objectives for work you will be implementing in the next program year, and likely will not be entering every single LIP goal. A good way to think about it is tying it back to your planned budget/investments. What are you funding/investing in next year? Those are the objectives to enter. You can also think about it in terms of what steps you're taking to meet LIP goals. Maybe you're not fully satisfying a particular LIP goal next year, but you ARE taking steps toward that goal. Those are also objectives.

SECTION 2: ANNUAL OBJECTIVES BY CATEGORY

COUNTY NAME: Washington County **PROGRAM YEAR:** FY 2024-25

List annual objectives below for the next program year, by category. Objectives should stem from your LIP Goals, though there are a few required goals coming from Metro's SHS Work Plan. Add additional rows to the tables as needed.

CATEGORY 1: HOUSING/PROGRAM QUANTITATIVE GOALS

This section is slightly different than the categories that follow. For this section, please add your **quantitative goal(s)** for the next year in relation to your housing and services programs. The first chart includes required goals and then you can add any additional quantitative goals you'd like to add in the second chart. If your goal is N/A or zero, just explain why in the notes.

REQUIRED: These are SHS metrics that are set out in the Metro SHS Work Plan, at section 5.2. Please share what your annual goals are in relation to these annual metrics.

Regional Metric	Annual Goal	Additional information (e.g. important context or details for the goal)
Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)	*No new permanent supportive housing capacity is being added; Washington County's capacity now matches our LIP goal.*	Washington County has reached our LIP supportive housing goal of 1,665 slots for supportive housing placements with our **Regional Long Term Rental Assistance (RLRA) and Housing Case Management Services** (HCMS) programs combined for tenant-based supportive housing. HCMS provides comprehensive case management services paired with permanent rent assistance through RLRA. Our goal is to place as many households in supportive housing units as the number of vouchers released on an annual basis. This program is designed to support Population A households and seniors with fixed incomes aged 55 and older. As PSH buildings open across the county, our tenant-based supportive housing will convert to project-based supportive housing within PSH developments.
Number of housing placements (people and households):	950 households	Across multiple programs, the County will release 145 new housing slots, fill any remaining housing slot capacity, and support new placements in slots that have been freed up through attrition and graduation. Through these multiple and coordinated efforts, we expect to place **950 households into housing** over the course of the Program Year Four. These households will be served across multiple programs to meet each household where they are at. The program details are defined below.
Permanent Supportive Housing (PSH)	450 households	In Program Year Four, we anticipate that **450 households will be newly based into our PSH programs using RLRA and either HCMS, or onsite PSH program services**. These placements will leverage both private market units using **tenant-based vouchers and HCMS and purpose-built PSH buildings** with project-based vouchers. This program is designed to support Population A households and seniors with fixed incomes aged 55 and older.
Rapid Re-Housing (RRH)/Short-term Rent Assistance	~~300~~ 200 households rehoused ~~(45 new slots/vouchers)~~	**Enhanced Rapid Rehousing** (ERRH) increases access to housing options for households that require medium-term rent assistance support and case management services until the household can achieve financial independence. Participants are enrolled up to 24 months with financial assistance and support services decreasing over time as households build stability. While both Population A and B are eligible for ERRH, the focus population is Population B.

		AMENDED: Washington County has lowered this goal due to funding reductions necessary in Program Year 4, driven by the constraints identified in the December 2024 SHS revenue forecast. Reductions planned for next fiscal year require less people to be housed with this program in the current fiscal year.
Rapid Re-Housing (RRH)/Short-term Rent Assistance	~~200~~ 100 Move-In Ready households	**Move-In Ready** assistance is a one-time resource to support households move into new housing without ongoing case management services. This new program helps "divert" households away from long waitlists for housing programs, if they are able to sustain housing placement with one-time financial assistance. **AMENDED**: Washington County has lowered this goal due to funding reductions necessary in Program Year 4, driven by the constraints identified in the December 2024 SHS revenue forecast.
Housing Only (if applicable)	100 housing graduations	As households stabilize, they may no longer require Housing Case Management Services (HCMS) but still need ongoing RLRA support to remain stably housed. We seek to graduate 100 households from HCMS with ongoing RLRA-only rent assistance. This program is not counted in the total housing placements since the placement already occurred.
Housing with Services Only (if applicable)	*See PSH*	*See PSH*
Number of homelessness preventions (people and households):	~~1,400~~ 1,000 households	To prevent inflow into homelessness, the County will invest in successful eviction prevention programs to provide financial assistance to households to prevent homelessness. Eviction prevention resources primarily serve Population B households. **AMENDED**: Washington County has lowered this goal due to funding reductions necessary in Program Year 4, driven by the constraints identified in the December 2024 SHS revenue forecast. Based on the need to maintain fidelity to the Population A/B split, as a Population B strategy, Washington County reduced eviction prevention resources by approximately $4 million.
Housing retention rate(s) (%)		
This goal is based on our understanding of HUD PSH programs. We will assess this goal and adjust over time with supported data.	85%	This goal is based on our understanding of HUD PSH programs. We will assess this goal and adjust over time with supported data.
This goal is based on our understanding of HUD RRH programs. We will assess this goal and adjust over time with supported data.	85%	This goal is based on our understanding of HUD RRH programs. We will assess this goal and adjust over time with supported data.
The County's other permanent housing programs are too new to track this metric; the County will re-evaluate a retention rate for other permeant housing in Program Year Five.	N/A	The County's other permanent housing programs are too new to track this metric; the County will re-evaluate a retention rate for other permeant housing in Program Year Five.

Additional services area. Add other **quantitative** housing, service or program goals here (non-quantitative program goals are in Category 4 below). *This information was taken from your LIP goals and services you are contracting with service providers for. Please include any additional services provided that are missing below.*

Topic/Category	Annual Goal	Additional information (e.g. Definition, important context or details for the goal)
Workforce development and employment readiness	30 new careers	Through a partnership with Worksystems, the County will support 30 new careers for those who are or were engaged with housing programs.
Maintaining a homeless services system of care – shelter	Maintain operations for ~~400~~ 385 shelter units	We aimed to create a shelter system that provides 250 beds of year-round, full-service emergency and non-congregate shelters that serve all parts of Washington County. These shelter sites are located throughout the county and connect participants with housing services to support transitions to more permanent housing options. We have exceeded our LIP shelter goal, due in part to additional state investments through Governor Kotek's executive orders and American Rescue Plan Act investments in physical infrastructure. Washington County has a network of providers supporting over 430 shelter units. This upcoming year, we will sustain shelter units while temporary shelter operations wind down and permanent shelters come online. However, as costs increase for permanent housing investments, additional temporary shelter sites may need to wind down. **AMENDED**: Washington County has lowered this goal due to funding reductions necessary in Program Year 4, driven by the constraints identified in the December 2024 SHS revenue forecast. The County is closing motel voucher shelter programming, which is 65 shelter beds, this fiscal year. These shelter beds were always temporary but closed sooner than anticipated. Other shelter units have opened, making 385 our baseline shelter operations.
Maintaining a homeless services system of care – street outreach	Operations of our outreach system are sustained for 10 organizations (20 Outreach workers) to serve 280 individuals at any point in time.	Outreach workers, housing navigators, resident service coordinators, and front desk staff are the backbone of our system. These workers build relationships, bust barriers with outside-the-box ideas, and show true empathy for others. They are the staff that make our system of care possible and successful. These investments were commitments from our LIP and are now fully built up. Washington County's street outreach program is running at the capacity that can be sustained with SHS revenue. We will sustain this support for community members experiencing unsheltered homelessness.
Maintaining a homeless services system of care – navigation	22 Funded Liaison positions	The County will continue to embed housing liaisons in housing, healthcare, Veteran and other systems to increase access to housing programs.

Category 1: Framing and context narrative (required)

In under three years, Washington County has built out a homeless services system of care. Program Year Three continued modest expansion and focused on improving our system of care, focusing on the needs of our providers. Program Year Four will continue with even more modest expansions and needed system improvements, with increased focus on the ways individuals and families move through our homeless services system of care. As is evident by these goals, Washington County's access programs have been scaled to meet the needs identified in our LIP, though additional investments will be needed to scale up our homeless services system of care to meet the current needs presented in our community. The goals we set as a system become our guideposts throughout the year to measure our impact and focus on committed priorities. We aim to set both aspirational and achievable goals to maximize the impact in our community.

This year marks the first year of scarcity of SHS resources, regardless of whether or not SHS funds are diverted. Due to faster than anticipated system growth and revenue payments lower than forecasted, Washington County will make programmatic reductions this year. Additional engagement is underway to inform how the county scales our system to best meet our community's needs as available resources fluctuate from year to year, including a September conversation with the Homeless Solutions Advisory Council. **The county anticipates a workplan amendment later this year that will adjust goals based on available resources.**

CATEGORY 2: RACIAL EQUITY – STRATEGIES TO MEET REGIONAL GOALS AND LOCAL/LIP STRATEGIES TO ADDRESS RACIAL DISPARITIES

Objective	**Which LIP goal(s) does this objective advance?**	**How is progress measured?**	**Additional information (e.g. important context or details for the objective)**
Increase cultural responsiveness of providers by expanding diversity, equity, and inclusion training curriculum with community-based partners	As part of our LIP, education is a key element of our strategies to advance racial equity. We committed to trainings to build out culturally responsive services across the system of providers.	The County will measure participation in trainings and track the percentages of providers that engage and the types of positions that attend training (senior leadership, program management, case worker, etc.).	Washington County has developed and is implementing culturally responsive training. This curriculum includes trainings on anti-racist practices in program design and implementation, and trainings to clearly define and teach culturally responsive service provision for all partnering organization staff. Training is a goal of the Tri-County Planning Body. When discussing the need for training, equity-based training was identified as support needed by county colleagues; this effort may become regionalized.
Increase access for non-English speakers seeking services	Providing culturally responsive services is central to our LIP, and addressing language access needs is a needed next step to advance this work.	We will support training and peer learning through one-on-one meetings with providers and convene at least one peer learning space. *Data is not available to support quantitative progress measurements related to program outcomes.*	We will support this goal in a few key ways, as identified by the Homeless Solutions Advisory Council: • Support providers in translating key program materials for participants; • Training and support for providers to access interpretation services; and Support peer learning, allowing providers to share best and promising practices and technology solutions.
Develop a regional equity lens tool	Washington County committed to leading with racial equity in SHS implementation. We have identified the need for regional coordination to ensure a consistent and regular system of reviewing SHS programs for effectiveness and quality of care.	The three counties will create a document to support this work. In Washington County, we will also create processes that integrate that tool into program evaluation and decision making.	As part of our regional coordination work, the tri-counties have identified a need for common language and strategies to advance racial equity. We will collaboratively develop a tool that can be adapted to local needs while providing baseline standards for all three counties.
Support culturally specific providers with capacity building	As part of our LIP, we committed to coordinating investments in capacity building for culturally specific organizations and will continue to expand these investments.	In the coming year, the County is continuing to support and has a goal to ensure 100% of contracted culturally specific partners are accessing available technical assistance and capacity building resources.	Washington County provided hundreds of hours of technical assistance to our partner organizations through regularly convened office hours, one-on-one support, and consultants hired to provide specific technical assistance. Currently, as of Quarter 2 of Program Year Three, 71% of our culturally specific

			providers have accessed capacity building resources. We would like to increase that to 100% of providers.
Address disparities for Asian Americans seeking services	The County is taking additional time in developing this strategy in alignment with our LIP commitment to research justice, "Communities of color are experts in their own lives, possessing experiential, historical, and cultural knowledge...and should be partners in research design, data collection, data ownership, and data analysis as experts in their experiences"[1].	Regular review of equity analysis data to monitor for an increase in Asian households served across homeless services programs.	The County is working in partnership with community-based organizations to identify strategies to address the disparities persistent in program data and will add more to the work plan prior to Program Year Four.

Category 2: Framing and context narrative (required)

Each strategy above demonstrates Washington County's commitment to leading with racial equity in SHS implementation. Government has played a role in creating lasting, harmful racial disparities. Through redlining, the Federal Housing Administration loan discrimination and the sub-prime mortgage scandal, communities of color have been systematically excluded from opportunities to own property and create generational wealth. This legacy continues to shape the current landscape of housing and homelessness throughout the nation, including in Washington County. Furthermore, systemic racism is pervasive across all social structures including housing, justice, education, healthcare, and social services, impacting Black, Indigenous, and people of color at work, home, school, and everywhere in our community. The intersections of these unjust systems often create a direct path to homelessness where new barriers prevent these same communities from being able to end their homelessness.

Consistent analysis demonstrates that Latina/o/e and Black/African/African American people are disproportionately likely to experience homelessness. This data is consistent with other homeless systems, and an important demonstration of continued social, economic, and housing injustices in American society. The Washington County homeless service system is reaching Latina/o/e and Black/African/African American communities and providing access to housing options consistent with the disproportionate need. To redress historic disparities, we must continue to abundantly serve these communities, in partnership with our culturally specific service providers. The data also demonstrates that Asian American and Pacific Islander populations are less likely to seek services from our homeless service system than would be expected based on the rate of poverty of these populations in Washington County. This data is also consistent with national trends in serving the Asian American Pacific Islander communities and is important to continue to evaluate if these populations could be better reached by our housing and homeless programs. Advancing equity through program implementation, community partnerships, and housing placement outcomes is a fundamental commitment of the Washington County homeless services division.

[1] Coalition of Communities of Color. 2018. "Leading with Race: Research Justice in Washington County". Portland, Oregon: Coalition of Communities of Color. https://www.coalitioncommunitiescolor.org/research-andpublications/leadingwithrace

CATEGORY 3: CAPACITY BUILDING – LEAD AGENCY/SYSTEMS INFRASTRUCTURE

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Fund transitional supportive housing and/or recovery housing	The County's LIP details our commitment to improve behavioral health services in housing and homelessness programs, and recovery programs were specifically defined as a part of Washington County's SHS system of care coordinated and strategic investments. This includes connecting people to the mental health care, addiction treatment, or recovery services suited to their needs, and responsive to their desire for service. These investments will create alternative methods of service delivery focused on serving people experiencing housing instability and homelessness, and bringing services into the community, shelters, and housing programs to support health, wellbeing, and housing stability over time.	Staff developed a Notice of Funding Offering (NOFO) for the capital development of transitional supportive housing and recovery housing, expected to be awarded in Program Year Four. The County will fund transitional supportive housing beds through that NOFO and/or through purchasing another property (such as a hotel). Exact unit and bed targets are under development.	Partners and community leaders are increasingly reporting the need for more housing placements that offer higher levels of care to better serve people with complex and severe needs as they transition to stability. Some examples of these challenges include: • People are staying longer in our shelter programs because participants can 'get stuck' waiting for available housing programs. • The state hospital and other recovery or institutional settings report that patients are staying longer, highlighting the need for transitional housing options. Newly housed tenants can quickly become homeless again due to repeated lease violations, clearly impacting the health of the tenant and partnerships with landlords when tenants are not ready for independent housing.
Increase regional coordination related to coordinated entry, training, technical assistance, and workforce support	In our LIP, Washington County committed to full partnership with Clackamas and Multnomah Counties to build a strategic regional response and coordinated service system to better serve people experiencing homelessness throughout the region.	These goals are to be defined in collaboration with the Tri-Counties, Metro, and the Tri-County Planning Body (TCPB), including metrics and methods to measure progress on the remaining TCPB goals.	The first TCPB goal to advance landlord retention and recruitment is in the early stages of implementation and is necessitating a forthcoming update to the Program Year Three Workplan.
Enhance a comprehensive one governance approach	Our LIP references a Standard of Care among all service providers that is culturally responsive, based in housing first principles, guided by people with lived experience and informed in the best practices of trauma-informed and people-centered care; this is the charge of our governance work. The new technical subcommittee will support the development of procurement processes with racial equity at the core, provide review and guidance on how coordinated entry and HMIS can be approved, and support a community designed system of care. Additional recruitment will ensure appropriate representation on our governance body to ensure	This will be measured in two ways: 1. The successful launch of three technical subcommittees (Equitable Procurement Technical, Homeless Management Information System [HMIS], and Coordinated Entry). Additional recruitment of unrepresented voices on the Homeless Solutions Advisory Council, considering demographic representation as well as industry representation.	The Homeless Solutions Advisory Council launched January 2024 with an inaugural cohort of 10 members. As of March 2024, one technical subcommittee has launched (Performance Evaluation). As of March 2024, the County is finalizing a stipend practice for a soon-to-be-stood up Lived Experience Advisory Committee. We've taken time to ensure compensation and a trauma informed approach, and plan to have this body stood up before the end of Program Year Three.

	diverse perspectives that will inform the continued development and improvement of our system of care.		
Elevate the needs of community in budget planning and program development	We committed to continuing to engage community stakeholders, focusing on communities of color, to inform investment priorities, program design, systems coordination, and evaluation of all SHS programs.	We will host at least one summer listening session with the community to embed their voices in budget planning and plans for the Program Year Five work plan. In addition, building on the community survey conducted fall of this year, the County will include ways for community to provide feedback outside of a one-time meeting – including expanding public comment opportunity at the Housing Supportive Services Network meeting.	This work will be in partnership with providers and with the Homeless Solutions Advisory Council and the Housing Authority of Washington County's Housing Advisory Council. Staff are exploring Spanish language and English language sessions to appropriately reach our region's Latino/a/e community and will offer sessions that are outside of working hours to increase community participation. Washington County recently hired three shared staff among the Department of Housing Services and the Office of Equity, Inclusion and Community Engagement to support advisory body and community engagement work.
Expand permanent shelter system capacity	The County funded permanent shelter sites across the region, in alignment with our commitment to geographic distribution of services. The shelter sites will co-locate other services to increase access across the county.	Open one permanent, year-round shelter.	Thanks to capital investments from SHS, the construction of multiple permanent, purpose-built shelters is underway. Washington County will have at least one up and running by the end of Program Year Four.
Increase healthcare system alignment	As part of our goal to leverage other systems of care, we aimed to build partnerships and programs with the healthcare system to leverage investments and better serve people experiencing homelessness with significant healthcare needs.	We will develop partnerships with Coordinated Care Organizations to support the implementation of the Medicaid 1115 Waiver and leverage the capacity of the homeless services system to implement new waiver housing benefit services.	Washington County is meeting with and learning from housing systems and providers across the state about leveraging Medicaid dollars and health systems to increase access and serve more people. We're also seeking capacity building investments through Coordinated Care Organizations and technical assistance from experts with Medicaid Waiver implementation expertise to support infrastructure needed to launch this emerging body of work.

Category 3: Framing and context narrative (required)

While our system of care has been built out, the county has identified additional needs in alignment with our LIP to expand access to substance abuse and behavioral health resources. This is through infrastructure investments; without adequate transitional supportive housing and recovery housing, people are not able to move through our shelter system in a way that meets their individual needs. We also see the need for increased alignment through new opportunities in our healthcare system with the new Medicaid 1115 Waiver. Additional system alignment will occur regionally through the TCPB.

In addition to system work, the County's capacity has increased. Washington County's Department of Housing Services has scaled up staffing to meet the needs of the SHS program. As of March 2024, only four positions remained open and not under active recruitment. This growth was necessary to advance our system infrastructure and ensure proper oversight of public funds. In addition, the Homeless Services Division has restructured to address organizational needs resulting from growth.

CATEGORY 4: CAPACITY BUILDING – PROVIDER CAPACITY

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Capacity building for culturally specific providers	*Detailed in category 2 above.*	*Detailed in category 2 above.*	*Detailed in category 2 above.*
Increase cultural responsiveness of providers by expanding diversity, equity, and inclusion training curriculum with community-based partners	*Detailed in category 2 above.*	*Detailed in category 2 above.*	*Detailed in category 2 above.*
Help providers tell their stories to increase public awareness and understanding	While the LIP spoke to elevating the stories of those with lived experiences in program planning, additional needs have arisen to support the public opinion of SHS programming. This has two key benefits: getting ahead of NIMBYism concerns and informing voters of the impact of the taxpayer investments.	The County will provide support for providers in collecting program participant testimonials and telling their stories through hosting trainings and sharing best practices. In addition, the County will amplify these stories through our communications channels.	The SHS Oversight Committee has astutely pointed out the need to tell the story of SHS and lead with successes for those served. The County has collected program participant stories as a regular part of our work, and we aim to build that capacity among our network of 20+ community-based providers.
Expand Locally Coordinated Command Centers' (LC3s) ability to utilize **by-name-lists** to more effectively and urgently connect unsheltered community members to services	The County has built out a coordinated entry structure to improve service and outcomes, while also improving our Community Connect system to better serve Black, Indigenous and people of color who seek shelter, services, and housing throughout the region. The next step in this work is to strengthen by-name-lists and track how individuals move through our homeless services system of care.	Each LC3 will continue to use by-name-lists and expand collaboration with housing providers through case conferencing and collaborative outreach.	LC3s were established from the efforts of Executive Order 2023-03. As part of a holistic system of care, Washington County embedded this work into our homeless services system of care.
Support provider outcomes and increase collective accountability in achieving program outcomes and community impact	Washington County made a commitment to support capacity building for our system of care. These capacity building supports help organizations manage public funding, build data and program monitoring systems, train and support staff, and more. The LIP also details the importance of evaluation and accountability. This includes frequent and consistent program evaluation to continually refine program implementation strategies and ensure that Washington County is achieving demonstrated outcomes in ending homelessness and advancing racial equity.	We will conduct financial monitoring of community-based organizations and provide technical assistance to support improved operational infrastructure for partners. The County also plans to conduct an impact analysis of technical assistance and capacity building investments and identify successes and existing gaps. Washington County will implement a comprehensive monitoring framework across key homeless services program areas to assess program compliance and evaluate service delivery efforts of community-based partners.	The financial monitoring and technical assistance will support providers in making the highest and best use of limited taxpayer funds. Training and technical assistance are two goals of the Tri-County Planning Body (TCPB), and regional coordination may impact the strategies and investments implemented in Program Year Four.

Category 4: Framing and context narrative (required)

Washington County's network of 20+ providers have urgently scaled up operations thanks to SHS investments and in response to the needs for those they serve. Our general approach in this category is to sustain investments, make refinements, and deploy targeted technical assistance to support organizational development and accountability. Understanding the current unmet need and state of our system is an important step in determining and implementing our goals within the workplan. We also know that to keep up with the inflow of newly homeless households in the system, it will become necessary for some households to achieve a level of stability such that they can graduate from supportive services and make room in our system for new households in need.