



Supportive Housing Services (SHS) Annual Work Plan

Supportive Housing Services Program

FY 23-24

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.

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, and those goals have already been entered into the template. 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.).

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: Clackamas County

Program year: FY 2023-2024

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 Context/Details/Notes
Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)	405 Vouchers/Units	Clackamas County plans to add 360 new households to its Regional Long-term Rent Assistance program and will also bring 45 units of permanent supportive housing online through the Good Shepherd Village housing development and by investment in supportive services at Renaissance Court Apartments.
Number of housing placements (people and households):		
Permanent Supportive Housing (PSH)	405 Households	Permanent Supportive Housing Placements will primarily serve households which meet the Population A definition. Placements will be done through a combination of tenant and project based vouchers.
Rapid Re-Housing/Short-term Rent Assistance	120 Households	Rapid Rehousing placements will primarily serve households which meet the Population B definition.
Other Permanent Housing (if applicable)	N/A	Clackamas County’s primary focus is increasing the number of SHS funded PSH and RRH placements. As SHS funded programs continue to grow in future years the County will identify future opportunities to leverage resources and establish partnerships to create other types of permanent housing.
Number of homelessness preventions (households):	625 Households	Eviction prevention services will primarily serve households which meet the Population B definition. Households referred through the county’s Coordinated Housing Access system and those who reside in properties owned by the Housing Authority of Clackamas County will receive assistance.
Housing retention rate(s) (%)		
Permanent Supportive Housing (PSH)	85%	
Rapid Re-Housing/Short-term Rent Assistance	85%	

Other Permanent Housing (if applicable)	N/A	
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OPTIONAL: Please include this information if you have set goals in addition to what is above. Add other **quantitative** housing, service or program goals here (non-quantitative program goals are in Category 4 below):

Topic/Category	Annual Goal	Additional Context/Details/Notes
Supported Emergency/Transitional Shelter Units	155 Units	Clackamas County will focus on opening new shelter capacity dedicated for youth households and the county's first culturally specific shelter for Native American families.

Category 1: Framing and context narrative

In FY 2023-2024 Clackamas County will continue primarily focusing on the expansion of its SHS funded permanent supportive housing and rapid rehousing placements. The Regional Long-term rental assistance program will continue to see significantly increased investments to support 360 new households. SHS funding will also support 45 new permanent supportive housing units at two affordable housing developments. The county is also launching its first large-scale SHS-funded rapid rehousing programs in the first quarter of this fiscal year. Additional significant investments are being made into eviction prevention to stabilize households which are experiencing housing instability and are at risk of experiencing homelessness. In FY 2023-2024 Clackamas County will continue to support the 140 units financed by SHS funds in FY 2022-2023 and will open an additional 15 units, half of which will support youth and the other half will support Native American families. The county will also conduct procurements and significantly invest in additional system infrastructure this year. While these developments will likely not all open in FY 2023-2024, these investments will lay the foundation for a significant expansion of safety-off-the-streets and housing services as a whole in the coming years.

Category 2: RACIAL EQUITY – Strategies to meet regional goals and local/LIP strategies to address racial disparities

Objective	Additional Details (optional)	Which LIP goal(s) does this objective advance and how does it advance the goal(s)
Direct capacity building investments into culturally specific providers through direct funding allocations and the provision of professional technical assistance services	Provide dedicated funding for capacity building efforts within culturally specific providers and offer technical assistance in areas that include, but are not limited to, accounting, human resources, organizational development, and strategic planning.	This objective advances Clackamas County's goal of growing culturally and linguistic program capacity. These investments will enhance the capacity for our various culturally specific providers, particularly for providers which are new to providing services in Clackamas County or are smaller grassroots organizations.
Improve the Coordinated Entry process and assessment to ensure more equitable housing and service outcomes	Implement recommendations from Unite Oregon and the Coalition of Communities of Color who are conducting focus groups with people of color to drive racial equity improvements.	This objective advances Clackamas County's goals of achieving positive housing and service outcomes for Communities of Color to be equal to or better than Non-Hispanic white household outcomes and of increasing access for Communities of Color to housing and services, particularly for those with disproportionately high rates of homelessness. The county has partnered with the Coalition of Communities

		of Color and Unite Oregon to conduct a series of engagement with communities of color to establish recommendations for advancing equity within the county's coordinated entry system.
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Category 2: Framing and context narrative

Clackamas County committed to addressing racial disparities present in our housing services system through a variety of strategies and goals outlined in the County's Local Implementation Plan. The county is implementing those strategies through the above objectives.

Category 3: CAPACITY BUILDING – Lead agency/systems infrastructure, provider capacity

Objective	Additional Details (optional)	Which LIP goal(s) does this objective advance and how does it advance the goal(s)
Expand the Housing Services Team to support integration with the health system through Medicaid waiver coordination	Hire two fulltime staff members whose primary role will be supporting Medicaid waiver coordination and eventual implementation.	These new staff will advance the County's commitment to leveraging funds for greater impact by utilizing the Medicaid system to fund additional services in Clackamas County once Oregon's waiver is approved. This also advances one of the Local Implementation Plan's system wide investment priorities of expanding internal capacity to facilitate further expansion of programs and services.
Support community resources through direct investments to enhance their capacity for supporting the rapid expansion of service providers	Contract with the Community Warehouse to directly support their operations in Clackamas County and streamline the process for service providers and program participants to acquire furniture for new housing placements.	This objective advances the Local Implementation Plan's commitment to enhancing the capacity of community partners. Directly supporting community resources such as the Community Warehouse will reduce the administrative burden on service providers of coordinating and paying for furniture, thus freeing up staff time to be better spent on direct service delivery.
Offer direct technical assistance to grassroots providers to support their growth and development	Contract with organizations that can provide technical assistance in areas that include, but are not limited to, accounting, human resources, organizational development, and strategic planning and make this assistance available to small and grassroots providers struggling to expand their organizational capacity.	Clackamas County's Local Implementation Plan made a commitment to enhancing the capacity of community partners and expanding its network of providers that deliver services. Dedicated technical assistance for smaller and grassroots organizations that historically have not provided services in Clackamas County or have not done so in an official capacity will be provided in order to expand the larger service provider system and its capacity.
Significantly invest in new system infrastructure for safety on and off the streets	The county will allocate dedicated funding this fiscal year for the procurement or construction of new system infrastructure, including crisis stabilization services, resource center services, safety on and off the streets programming, addiction and recovery services, and medically-supported emergency shelter or transitional housing programming.	This objective advances the Local Implementation Plan's priority program investment areas of expanding emergency shelter capacity, expanding wrap around support services, and increasing all types of outreach and housing placement services.

Category 3: Framing and context narrative

Capacity building both internally and throughout the system as a whole continues to be one of the County’s key focuses to ensure it can meet its other goals for enhancing and expanding housing and homeless services. In FY 22-23 the county began partnering with grassroots providers that have historically produced significant outcomes with very limited resources. These providers have a proven track record in delivering housing services, but require additional support in expanding their internal organizational capacity to support an influx of funding and new staff. In FY 23-24 one of the county’s primary focuses for SHS funded capacity building will be supporting these organizations in their growth to become stable community providers with sustainable organizational practices.

Category 4: OTHER ANNUAL GOALS BASED ON LIP

OTHER ANNUAL OBJECTIVES BASED ON LIP GOALS	Additional Details (optional)	Which LIP goal(s) does this objective advance and how does it advance the goal(s)
Alignment with the Behavioral and Public Health Systems	The Housing and Community Development Division will increase coordination with the county’s Public Health and Behavioral Health Divisions in areas such as strategic planning and service delivery.	Enhanced internal coordination on strategic planning and service delivery will advance the County’s commitment to improving behavioral health services alignment with housing and homelessness programs internally and in collaboration with our partners throughout the County.
Promote Geographic Equity	In FY 22-23 Clackamas County began allocating resources for housing and homeless services to rural and historically underserved areas of the county thanks to the influx of SHS funding. In FY 23-24 new investments, programming, and capacity building to enhance service delivery in rural areas will continue.	The County is committed to promoting geographic equity throughout Clackamas County and to leveraging funding to ensure it has the greatest impact in the County. Rural Clackamas County outside of the Metro service district has service deserts which are in need of increased funding. The influx of SHS funding within the Metro service district is allowing the County to shift resources and fund new services in historically underserved rural areas.

Category 4: Framing and context narrative

In FY 2023-2024 Clackamas County’s Housing and Community Development Division will significantly increase its coordination with the County’s Public Health and Behavioral Health Divisions to facilitate a holistic approach to supporting Clackamas County residents in need. The county will also expand investments and services in rural Clackamas County using other funding sources now that SHS funded services have significantly expanded capacity within the Metro service district. The majority of Clackamas County lies outside of the Metro service district and has a significant need for new investments and increased capacity.