



Supportive Housing Services (SHS) Annual Work Plan Template

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 to tie 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: MULTNOMAH

Program year: FY2024

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, in 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)	550 PSH opportunities	Supportive housing opportunities this fiscal year will be created through tenant-based and project-based housing. There will be 283 site-based apartments created through project-based permanent supportive housing (PSH) and 267 tenant-based PSH vouchers.
Number of housing placements (people and households):	1,345 People / 1,010 HH	This number is the sum of the housing placements for PSH and rapid re-housing (RRH) for Fiscal Year 2024 (FY24).
Permanent Supportive Housing (PSH):	655 People / 490 HH	PSH provides deeply affordable housing with wraparound supportive services, including behavioral health care, case management, education, and job supports to assist households in their goal of achieving housing stability.
Rapid Re-Housing/Short-term Rent:	690 People / 515 HH	RRH is a model that provides short-term rent assistance to support people exiting homelessness by providing staff support to help identify permanent housing opportunities and/or help people to retain their housing. There are different rapid re-housing programs across the homeless service continuum that serve adults, youth, families with children, and people fleeing domestic violence or sex trafficking.
Other Permanent Housing (if applicable):	N/A	
Number of homelessness preventions (households):	800 People / 600 HH	Eviction prevention programs will be available at multiple community-based organizations that will provide short-term flexible client assistance to allow households to maintain their housing and prevent people from entering

		homelessness.
Housing retention rate(s) %		
Permanent Supportive Housing (PSH)	85%	
Rapid Re-Housing/Short-term Rent Assistance	85%	

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
Number of emergency shelter beds the JOHS funded with SHS funds	245 beds	Emergency shelter beds include non-congregate, alternative, and congregate programs that will serve adults, youth, families with children, and people fleeing domestic violence.

Category 1: Framing and context narrative

In FY24 the Joint Office will shift much of its FY23 SHS-funded emergency shelter investments to increasing the SHS-funded Supportive Housing portfolio. The Supportive Housing portfolio sustains the people placed into long-term housing since July 2021. In the upcoming year, the Joint Office is strategically investing in additional Supportive Housing capacity to reach Multnomah County’s Local Implementation Plan (LIP) goal to support at least 2,235 Population A households to obtain and retain permanent housing.

As a reminder, the Joint Office used the 2019 report *Governance, Costs, and Revenue Raising to Address and Prevent Homelessness in the Portland Tri-County Region* and the 2020 *Regional Supportive Housing Services Tri-County Data Scan* to create the goal to support 2,253 Population A households to obtain and retain permanent housing. Based on the findings in those reports, there were approximately 4,936 eligible Population A households in the Metro region. Taking the eligible number of Population A households and applying the 45.3% of the annual collected tax revenue from the SHS measure that Multnomah County will receive each year, resulting in 2,350 households (45.3% of 4,936 = 2,235). For more information, [see Multnomah County’s 2020 Local Implementation Plan, section System Gaps and Needs Analysis \(pages 9-19\).](#)

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

Please list **at least one annual objective/investment** that addresses these regional equity goals, as outlined in the Metro SHS Work Plan. Another way to think about it is by asking, in this next program year, what steps are we going to take to make progress toward the following goals?

- Goal: **Provide access to services and housing for Black, Indigenous, and people of color at greater rates than Black, Indigenous, and people of color experience homelessness**

- Goal: **Increase culturally specific organization capacity with increased investments and/or expanded organizational reach for culturally specific organizations and programs**
- Goal: **Build (for provider network) anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards, and technical assistance**

Then, add any other additional objectives that address/progress toward any other equity goals as set out in your LIP.

Objective	Additional Details (optional)	Which LIP goal(s) does this objective advance and how does it advance the goal(s)
100% of contracted service providers will submit the race, ethnicity, gender identity, and sexual orientation data of their employees.	The Joint Office currently requires contracted service providers to annually submit demographic data about the employees in their organizations. At this time, there are service providers that do not submit this data. Over the next year, the Joint Office will develop a strategy to increase awareness and participation by socializing the overarching reason we ask for demographic data.	LIP commitment to track and achieve the Metro Regional Equitable Service Delivery goal to ensure: <ul style="list-style-type: none"> • All supportive housing services providers work to build anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards, and technical assistance.
6 SHS Advisory Committee meetings and 1 annual retreat. SHS committee recommendations for SHS planning work including the design of the FY25 SHS annual work plan goals and overall FY25 investment portfolio.	The SHS Advisory Committee provides the insight, perspective, and technical experience needed for the Joint Office to establish culturally responsive policies, standards, and frameworks for anti-racist and gender-affirming systems.	LIP commitment to track and achieve the Metro Regional Equitable Service Delivery goal to: <ul style="list-style-type: none"> • Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs. <p>Central to the Committee’s work is their commitment to support service providers in their efforts to expand their organizational reach in Multnomah County. The Committee will develop recommendations about how the Joint Office can support the expansion of culturally specific services.</p>
Coordinate 12 training opportunities that prioritize Culturally Specific Organizations and expand Assertive Engagement training capacity for SHS providers.	JOHS will coordinate training opportunities that prioritize culturally specific organizations, as well as training opportunities that are informed by needs identified by providers. JOHS will also double the Assertive Engagement training capacity which will increase AE training opportunities and slots for SHS-funded providers.	Additional training opportunities can increase culturally specific organization capacity by supporting staff’s ability to provide culturally relevant, trauma-informed services that center equity. Additional training opportunities can also serve the goal of building a provider network with anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards, and technical assistance by supporting providers in their efforts to meet those standards.

100% of SHS-funded providers submit an equity goal or work plan.	JOHS will support providers in identifying and eliminating barriers to work plan creation, as well as creating plans to monitor progress on equity goals and work plans.	Supporting the creation, review, and monitoring of equity goals and work plans across the system of care supports the creation and maintenance of system-wide standards of culturally responsive policies and practices, as well as supports each provider to participate in anti-racist, gender-affirming systems.
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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)
Provide technical assistance and/or capacity building funds for 15-20 new and expanding providers.	Technical assistance can include NOFA qualification navigation support, connection to technical writing TA, as well as capacity-building funds to support organizational growth and development, which is intended to build new competencies, strategies, systems, and structures to support key elements of organizational stability, effectiveness, as well as support the ability to provide culturally relevant services or further advance racial equity across the organization.	Directly supporting providers to build capacity to provide culturally responsive, trauma-informed services that center equity will contribute to both expanding organizational reach for culturally specific providers and programs, as well as support participating providers across the system of care in improving their ability to meet the regional standards for culturally responsive policies and standards.
Engage and provide support to 10-15 new and emerging Culturally Specific Organizations.	Engagement and support with new and emerging culturally specific providers who are aspiring to qualify to provide services, who are qualified but not yet contracted, and who are working to build capacity to contract with JOHS. Engagement and support can include general support and q&a, community engagement, NOFA navigation support, and connection to technical assistance (for technical writing in a qualification process or capacity-building).	Engaging and supporting new and emerging culturally specific organizations will support our goal of increasing the capacity of the system to provide culturally specific services as well as increasing the capacity for new and emerging culturally specific providers to contract with JOHS and provide services.
Complete analysis of effective shelter models, specifically focusing on (i) best practices in moving from unsheltered homelessness to housing and (ii) assessing the effectiveness of alternative shelter models.	The SHS expansion of the JOHS Data, Research and Evaluation program supports evaluation activities that focus on priorities outlined in the SHS Local Implementation Plan. These projects include a community-based needs assessment of geographic equity in the provision of homelessness services (Geographic Equity Study), a quantitative and qualitative analysis of the determinants of successful exits from unsheltered homelessness (Pathways to Housing Study), a qualitative analysis of effective alternative shelter programs (Alternative Shelter Evaluation) and an analysis of best practices in providing emergency shelter services (Effective Shelter Models Evaluation).	This research will improve the quality and effectiveness of emergency shelters as a pathway to permanent housing, thereby shortening shelter stays and making more bed space available (<i>LIP goal: Increase culturally specific emergency shelter bed capacity</i>).
Develop a quality By-Name List for Chronically Homeless adult households in order to have current and detailed information on every person that meets the Population A definition.	Built for Zero serves as a framework to expand data collection, increase data quality and utilize data for system and client-level prioritization of services. FY2024 goals include:	This work meets capacity-building goals, developing partnerships with stakeholders, as well as necessary steps to build regional data collection standards.

<p>Expand data collection and update coordinated entry processes to be more timely, more accurate, and more comprehensive.</p>	<ul style="list-style-type: none"> • Develop, in alignment with the development of a new Coordinated Access Assessment Tool, a new data collection form to be used during outreach and engagement. • Pilot data collection using the new staged assessment tool, as well as other aggregate data monitoring processes, in areas currently not collecting data completely, such as outreach and navigation. • Report Built for Zero core metrics for Population A, including inflow and outflow, as well as key demographics and contextualizing data to better understand Population A. 	
<p>Launch a new Coordinated Access tool for the adult and family systems of care.</p>	<p>The JOHS is working with two consultants: Focus Strategies and C4 and community-based organizations to revise the coordinated access process and to create a new assessment tool to be more responsive, effective, and culturally appropriate.</p>	<p>Provide access to services and housing for Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and other people of color at greater rates than Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and other people of color experience homelessness.</p>

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)
<p>Complete analysis of unmet needs and JOHS investments in Multnomah’s East County</p>	<p>The East County Analysis is the initial part of research work on geographic equity, and will address the following issues:</p> <ul style="list-style-type: none"> • How are the outcomes of “equitable access” and “services meeting needs” defined and measured? • What are the unmet needs in East County? • What investments is the JOHS currently providing in East County? • What investments can the JOHS make to better meet the unmet needs in East County? 	<p>The East County Analysis will guide our ongoing and future programming investments to ensure geographic equity in the provision of services (<i>LIP goal: Geographic equity in the distribution of homeless services</i>).</p>
<p>Wage Study Goal: Conduct follow-up outreach with participating agencies regarding their planned actions and support needs in classification, compensation, and benefits.</p>	<p>Multnomah County has completed the initial study phase of this compensation study. The next steps include:</p> <ul style="list-style-type: none"> • Socializing study findings with relevant stakeholders • Soliciting feedback from participating agencies on how they could address the issues identified in the study 	<p>The work underway, which aims to translate the findings of the JOHS Wage Study into concrete actions to improve staff satisfaction and retention will support effective service delivery by developing a consistent and high-quality workforce (<i>LIP goal: Evaluate CBOs’ ability to attract and</i></p>

	<ul style="list-style-type: none">● Conducting follow-up outreach with participating agencies to learn how JOHS can support agencies' efforts● Identifying action items that can be carried through in contracting and technical assistance.	<i>retain talent given current compensation levels and approaches to equity).</i>
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