



Supportive Housing Services (SHS) Annual Work Plan

Supportive Housing Services Program

FY 23-24 (Final Draft 8.18.2023)

SECTION 2: ANNUAL OBJECTIVES BY CATEGORY

Washington County

Program year FY 23/24

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
<p>Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)</p>	<p>500 Placements</p>	<p>Described in PSH Goal Below</p>
<p>Number of housing placements (people and households):</p>	<p>1,000 HH</p>	<p>Described Below</p>
<ul style="list-style-type: none"> Permanent Supportive Housing (PSH) 	<p>500 HH</p>	<p>The Housing Case Management Services Program (HCMS) was launched as permanent case management services paired with permanent rent assistance through RLRA. The goal is to place as many households in supportive housing units as the number of vouchers released on an annual basis. In year one, Washington County released 500 RLRA vouchers and placed nearly 300 households. In the coming year, the program will release another 500 vouchers and aims to house at least 500 households in Permanent Supportive Housing (scattered site). This program is designed to support Population A households and seniors with fixed incomes aged 55 and older.</p>

<ul style="list-style-type: none"> Rapid Re-Housing (RRH) 	300 HH	<p>Enhanced Rapid Rehousing has been launched and is in the beginning stages (no HH's have surpassed the time allotted in the program) ERRH increases access to housing options for households that require medium-term rent assistance support and case management services until they are able to achieve financial independence. Participants are enrolled up to 24 months and titerates down the level of supports as needed.</p>
<ul style="list-style-type: none"> Move In Ready Fund 	200 HH	<p>The new Move in Ready Fund will be launched to provide short-term financial assistance to resolve homelessness for households that do not need case management supports. These resources will be available widely through Housing Liaisons located strategically through-out the service system working with people experiencing homelessness. This program is designed to support Population B households primarily.</p>
Number of homelessness preventions (households):	500 HH	<p>SHS funding will be used to significantly increase eviction prevention funding in Washington County for the next two to three fiscal years while the above programs are expanding and there is available carryover funding for additional community need.</p>
Housing retention rate(s) (%)		
<ul style="list-style-type: none"> Permanent Supportive Housing (PSH) 	85%	<p>This goal is based on our understanding of HUD PSH scattered-site programs. We will continue to assess this goal as we gather clear data over time and will adjust as necessary.</p>
<ul style="list-style-type: none"> Rapid Re-Housing/Short-term Rent Assistance 	85%	<p>This goal is based on our understanding of HUD RRH programs. We will assess this goal and adjust over time with supported data.</p>

Category 1: FRAMING AND CONTEXT NARRATIVE

Washington County recently conducted a systematic analysis considering multiple sources of data, resulting in emerging themes that assist in determining our goals and priorities. Approximately 650 households (population A) are waiting for long-term housing options in our Community Connect Coordinated Entry System. Another 900 households are waiting to access

other various levels of rent assistance and supports. We are on track with prior goals of bringing 1,000 long-term placements into the system since SHS’s inception and have launched the new Enhanced Rapid Re-Housing program that is currently housing Population B households. Move in Ready Fund is slated to launch in FY 23/24. The housing system aims to be sustainable by keeping our current supportive housing capacity in full operation and protecting our community from returning to homelessness. Additionally, as housing programs evolve, we must continue to assess housing retention rates and support the system in housing placements that are equal or greater than the new housing opportunities generated in the system.

As we move into the 23-24 year, we continue to uphold many of the existing housing goals, analyze the foundational components of our programs, and streamline efforts to create an effective, efficient and sustainable homeless delivery system in Washington County.

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?

Objective	Additional Details (optional)	Which LIP goal(s) does this objective advance and how does it advance the goal(s)
<p>Provide access to services and housing for Black, Indigenous and people of color at greater rates than Black, Indigenous and people of color experiencing homelessness</p>	<p>Increase understanding among racial disparities for Asian Americans/Pacific Islanders in housing programs to better reach and serve this community</p>	<p>Recent analysis demonstrates that Asian Americans/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 this population in Washington County. Although this is consistent with national trends, continuing to evaluate how this population can be better reached is important.</p>
	<p>Continued evaluation of Community Connect to ensure phased approach results in greater access to housing programs for Black, Indigenous, Latino/a/e, Asians, Pacific Islanders, immigrants, and refugees.</p>	<p>Over the course of this reporting year, we will evaluate the results of these changes and continue to implement changes to our coordinated entry processes to ensure equitable access.</p>
	<p>Maintain seven culturally specific providers within the Washington County network and expand their contracting opportunities.</p>	<p>In years one and two, Washington County increased its culturally specific provider pool by seven. We aim to maintain and continue</p>

<p>Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs</p>		<p>developing these seven service provider partnerships and support these organizations to be able to serve more people from diverse communities across Washington County.</p>
<p>Build (for provider network) anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance</p>	<p>Expand technical assistance and capacity building support for culturally specific providers</p>	<p>The Department of Housing Services provided hundreds of hours of technical assistance to our partner organizations through regularly convened office hours, one-one support, and consultants hired to provide specific technical assistance. In the coming year, the division is continuing the support and has a goal to ensure 100% of contracted culturally-specific partners are accessing available technical assistance and capacity building resources, and 75% of our other service provider partners.</p>
<p>Build (for provider network) anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance</p>	<p>Expand Diversity, Equity & Inclusion (DEI) training competencies to ensure 100% participation across the system of providers</p>	<p>As the training platform, PowerDMS has launched, Washington County is developing and implementing culturally responsive training. This curriculum will include 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. These programs will be required, and participation will be measured.</p>

Category 2: FRAMING AND CONTEXT NARRATIVE

Recent analysis continues to demonstrate 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 disparity, we must continue to abundantly serve these communities, in partnership with our culturally specific service providers. The data also demonstrates that Asian American, Pacific Islander population is less likely to seek services from our homeless service system than would be expected based on the rate of poverty of this population in Washington County. This data is also consistent with national trends in serving the Asian American Pacific Islander community and is important to continue to evaluate if this population 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 Supportive Housing Services.

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 evaluation and monitoring programming to ensure contract outcomes and impact	In the third program year Washington County will strengthen our programs with evaluation and monitoring supports to enhance technical assistance, program improvements and community outcomes. This will include desk monitoring contract metric compliance management	Create a Standard of Care among all service providers that 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; Establish consistent definitions, standards of care and evaluation practices to improve service provision, outcomes and supports for community partners
Launch new aligned governance structure to oversee and advise the entire homeless services system	As Washington County prepares for the coming program year and experiences continued growth in our homeless system, we are bringing our reporting and governance bodies into coordinated alignment as one homeless services system. This includes a reorganization of advisory bodies and streamlining a single set of guidance.	
Launch 45 new housing careers	The Housing Careers Workforce Development Project recently launched. In the coming year, the program has the infrastructure to partner with leading experts to recruit, train, support and employ at least 45 individuals, with a preference for BIPOC participants who were previously homeless or experienced housing instability and desire to grow a career in the homeless services industry.	Diversity of staff by race, ethnicity, sexual orientation, gender identity, disability status and lived experience. The investment strengthens the system and ensures expanded culturally specific provisions and services to help meet the needs of the community and increase the workforce.

Category 3: FRAMING AND CONTEXT NARRATIVE

Washington County is in the midst of both launching new and necessary programs to support our goals and ensuring efficacy by building and expanding quality assurance framework across our system. Technical Assistance, capacity building workforce development and program evaluation will be important areas of focus in the new year to achieve our community goals. The work of homeless services in Washington County has grown significantly in recent months. From the Supportive Housing Services Measure and the local Continuum of Care managing HUD-funded programs, to the recent expansion of the States Executive Order signed by the Governor which supports our work in addressing unsheltered homelessness. As we strategize our alignment into one homeless delivery system, the new Washington County Homeless Services Division will increase our effectiveness in achieving stable and abundant housing options for homeless and at-risk households in our community.

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)
Reduce average stays in shelter programs to less than 100 days	System evaluation has measured the length of time people are staying in our shelter programs. While there has been progress with shelter stays, such as adding case management until stable housing is secured and expanding year-round shelter capacity, we also know it is taking longer for people to become housed. This is largely because our shelters are open longer or year-round, so shelter stays are necessarily longer. Nonetheless, we want to ensure strong flow-through in our system such that people are able to secure housing and leave shelter as quickly as possible.	The Washington County SHS System of Care will coordinate and strategize investments for Shelter and Transitional Housing; To coordinate long-term system goal, phasing investments requires evaluation of progress and adjustment of programmatic approaches including housing outcomes over time.
Create new graduation and housing retention approaches for households no longer in need of intensive support services	We understand that many households can reach a level of stability that would allow them to exit intensive support services and maintain their housing independently with minimal supports. These exits will support the inflow by allowing support services to be available to new households entering the system. This year, Washington County will implement a strategy that will create additional housing services capacity in our system, while providing just the right level of service needed for those in our housing programs.	Demonstrate housing placement and stability outcomes that advance racial equity and functionally end chronic homelessness with year over year system improvements and regional coordination.; Establish consistent definitions, standards of care and evaluation practices to improve service provisions and outcomes.

<p>Launch new programs to improve system performance including Recuperative Care and youth focused housing programs</p>	<p>While many new housing programs have been launched and are robustly serving our communities in new ways, some programming area gaps remain. In the third program year, Washington County will launch new programs to better serve homeless youth and homeless individuals who need medical care while staying in our shelter programs.</p>	<p>Create Supportive Housing Placements with Permanent Housing and Supportive Services; Building partnerships and programs with the Healthcare system to leverage investments and better serve people experiencing homelessness with significant healthcare needs.</p>
<p>Open 60 new year-round shelter beds to complete our shelter system capacity</p>	<p>Pod shelter programs, or “safe rest villages” are demonstrated successful programs in Washington County offering an alternative shelter option for community members. Temporary pod shelter programs will provide shelter system capacity in advance of permanent shelter sites that will sustain this compacity long term. Additionally, 30 more shelter beds are anticipated to open in Tigard at the new Project Turnkey site operated owned by Tualatin Valley Family Promise.</p>	<p>Add 250 year-round shelter beds in Washington County</p>

Category 4: FRAMING AND CONTEXT NARRATIVE

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 in order to keep up with the inflow of newly homeless households in the system, it will become necessary for some households achieve a level of stability such that they can graduate from supportive services and make room in our system for new households in need.

Washington County has evaluated the effectiveness of existing structures within the system to guide our future work. We understand the work ahead and who we must continue to prioritize with our public resources to address homelessness and housing instability. 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. Washington County will know it has achieved ‘functional zero’ when it has a responsive and complete system that can immediately serve anyone experiencing or at risk of chronic homelessness with access to housing supports that achieve permanent stability.