



# Supportive Housing Services (SHS) Annual Work Plan

Supportive Housing Services Program

FY 22-23



**SECTION 2: ANNUAL OBJECTIVES BY CATEGORY**

**Washington County**

**Program year FY 22/23**

**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
<b>Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)</b>	500 Placements	Supportive housing placements will be created through tenant-based or project-based vouchers. The vouchers used to create supportive housing placements will be primarily RLRA vouchers and may include additional rent assistance forms. All rent assistance for supportive housing placements are paired with housing case management services (HCMS). Washington County has an additional capacity goal (below) to create at least 100 of these supportive housing placements in purpose-designed supportive housing buildings using project-based vouchers.
<b>Number of housing placements (people and households):</b>	900 HH	HCMS and Rapid Re-Housing (RRH) combined
<ul style="list-style-type: none"> <li>Permanent Supportive Housing (PSH)</li> </ul>	500 HH	The <b>Housing Case Management Services Program (HCMS)</b> launched in Year 1 with 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 the first year of programming, Washington County released 500 RLRA vouchers and placed nearly 300 households. In Year 2, the program will release another 500 vouchers and aims to house at least 500 households in Permanent Supportive Housing. This program is designed to support Population A households and seniors with fixed incomes aged 55 and older.

<ul style="list-style-type: none"> <li>Rapid Re-Housing/Short-term Rent Assistance</li> </ul>	400 HH	<p>In Year 2, <b>Enhanced Rapid Rehousing</b> will be launched to increase 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. The program will include case management and rent assistance for up to two years, with rent assistance that titrates down until a household has the resources to maintain rent and housing costs on their own. This program is designed to support Population B households.</p>
<p><b>Number of homelessness preventions (households):</b></p>	200 HH	<p>In Year 2, <b>Rapid Resolution</b> will be launched to provide short-term financial assistance to resolve housing crises for households that do not need case management supports. These resources will be available widely for participating housing organizations and partner systems through a streamlined applications process. This program is designed to support Population B households.</p>
<p><b>Housing retention rate(s) (%)</b></p>		
<ul style="list-style-type: none"> <li>Permanent Supportive Housing (PSH)</li> </ul>	85%	<p>This goal is based on our limited experiences through HUD PSH programs. We will assess this goal and adjust as we have better data over time through more households served with full wrap-around supports afforded through the HCMS program and generally not available through previous CoC programs.</p>
<ul style="list-style-type: none"> <li>Rapid Re-Housing/Short-term Rent Assistance</li> </ul>	85%	<p>This goal is based on our limited experiences through HUD RRH programs. We will assess this goal and adjust as we have better data over time through more households served with full wrap-around supports afforded through the Enhanced Rapid Rehousing program and generally not available through previous CoC programs.</p>

**Category 1: FRAMING AND CONTEXT NARRATIVE**

Washington County has prioritized our programmatic design and investments to maximize housing outcomes for households. Our first priority in the Supportive Housing Services program is to achieve 1,650 additional PSH placements within four years. After Year 2, our goal is to have created 1,000 of these 1,650 placements with RLRA vouchers and other rent assistance forms paired with HCMS services. Our PSH programs are designed to support Population A households and seniors of age 55+.

In addition to the Supportive Housing Goals, Washington County is also committed to increasing housing options for Population B households, or individuals and families who need temporary financial and housing assistance to achieve housing stability. In Year 2, the program will add two Population B focused housing programs: Enhanced Rapid Rehousing and Rapid Resolution.

Washington County released additional housing capacity at the beginning of the program year through rent assistance vouchers and contracts with our community-based partners. Over the course of the program year, we work with our partners to hire and train new case managers, begin receiving referrals to work with new households, and start to work with their participants towards housing placement. Our goal is to achieve a total number of housing placements at the end of the program year, equal to or greater than the total housing placement capacity released at the beginning of the program year.

Washington County achieved nearly 300 housing placements in Year 1. We will begin to have data and understand our housing retention rates in Year 2, as those 300 households continue to receive support and stabilize in their new homes over the course of the program year.

**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><b>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</b></p>	<p>Partner with more culturally specific providers in outreach, shelter, and housing placement programs. Measure partner program staff diversity annually.</p>	<p>By partnering with culturally specific providers in all areas of program service, we aim to serve more and provide better services for Black, Indigenous, Latino/a/e, Asians, Pacific Islanders, immigrants, and refugees. We will measure this goal by measuring the number of culturally specific organizations who are contracted to provide services, and the diversity of staff across all our partner organizations.</p>
	<p>Re-evaluate Community Connect to ensure new phased approach results in greater access to housing programs for Black, Indigenous, Latino/a/e, Asians, Pacific Islanders, immigrants, and refugees.</p>	<p>The Department of Housing Services restructured our Community Connect assessment and referral process in Year 1 to significantly expand the number of access points by training all case managers to provide assessments, implementing a phased approach to the assessment such that no interview needs to be longer than 20</p>

		minutes, and encouraging organizations to receive up to 50% of their program slots through internal referral processes and receive referral from Community Connect for the remaining. These changes were implemented to increase equitable access, ensure trauma informed practices. Over the course of Year 2, we will evaluate the results of these changes and continue to implement changes to our coordinated entry processes to ensure equitable access.
<b>Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs</b>	Add three more culturally specific providers providing services through SHS programs	In Year 2, we will expand culturally specific organization partnership from four organizations to seven.
	Begin to measure the number of technical assistance hours provided with a goal to increase year over year assistance provided to culturally specific organizations.	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. We do not know the extent of the value of and participation in these services for our culturally specific organizations. In Year 2, we have a goal to better understand this access and participation.
	Capacity building cohort for culturally specific orgs – increase participation and define goals	In Year 1, the Department of Housing Services began conversations with our culturally specific providers to understand their interests and needs for a cohort experience for their organizational leadership with other peer organizations, specifically for the purpose of capacity building. In Year 2, we will build out the design of this cohort support to expand our capacity building services with culturally specific providers.
<b>Build (for provider network) anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance</b>	Launch PowerDMS training suite that includes culturally responsive and anti-racist training program, ensure 100% participation annually of all system workers	In Year 2, the program will launch a new training platform that provides ready access to training tools needed for each program and specialty for our providers. This training platform 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 we will measure participation.
	Evaluate training programs, with a focus on receiving feedback from providers of color, to inform and incorporate training program improvements	The Department of Housing Services will practice active evaluation and reflection of these new training tools for culturally responsive program services and anti-racist program practices to improve the quality of this experience and outcomes in our programs.

**Category 2: FRAMING AND CONTEXT NARRATIVE**

Advancing equity through program implementation, community partnerships, and housing placement outcomes is a fundamental commitment of the Washington County program. The goals above represent measurable commitments to ensuring that our program design and financial investments indeed advance equity in our community.

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

<b>Objective</b>	<b>Additional Details (optional)</b>	<b>Which LIP goal(s) does this objective advance and how does it advance the goal(s)</b>
Create 120 new project-based PSH placements	These PSH project-based placements will include 54 units at the Aloha Inn which will open in November 2022, and another 66 placements we aim to secure through partnerships with affordable housing providers who apply through the PSH Request For Interest that is posted monthly as a funding opportunity for interested owners of housing.	Project based PSH placements will help us to achieve our overall placement and retention goals for Population A households.
Create 80 additional year-round shelter beds	These year-round shelter beds will be added through alternative shelter programs and congregate shelter programs that are secured through our shelter siting work and partnerships to secure potential shelter locations. In Year 1, 100 year-round shelter beds were added, and we aim to reach 180 by end of Year 2.	Overall program goal to achieve 250 additional year-round shelter beds



<p>Increase Housing, Outreach and Shelter staff capacity with 72 additional workers</p>	<p>In Year 1, the HCMS program added 38 housing workers to our system of care. In Year 2, we aim to add an additional 72 workers for a total of 120 Housing First, trauma informed and culturally responsive case workers providing housing, outreach and shelter services.</p>	<p>Increase staff capacity providing housing focused services will help contribute to our overall housing and retention goals.</p>
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**Category 3: FRAMING AND CONTEXT NARRATIVE**

These capacity goals are designed to help Washington County achieve our programmatic commitments to advance equity through housing stability.

**Category 4: OTHER ANNUAL GOALS BASED ON LIP**

<p><b>OTHER ANNUAL OBJECTIVES BASED ON LIP GOALS</b></p>	<p><b>Additional Details (optional)</b></p>	<p><b>Which LIP goal(s) does this objective advance and how does it advance the goal(s)</b></p>
<p>Ensure geographic distribution of services and capital investments</p>	<p>Establish new outreach, shelter and access center services that ensure geographic reach and availability across urbanized Washington County. Outreach services will ensure equal outreach capacity in all parts of urbanized Washington County. Additional shelter capacity will be created strategically to expand access equitably across the County. Equitable distribution will be measured through mapping of new access services and of housing placements.</p>	<p>As we seek new shelter and access sites, these community investments will be made to ensure geographic distribution consistent with our overall commitments.</p>

**Category 4: FRAMING AND CONTEXT NARRATIVE**

Washington County is committed to geographic distribution of our community services including outreach, housing programs, shelters, and access centers.