

MEMORANDUM

TO: Clackamas County Board of County Commissioners (BCC)
FROM: Rodney A. Cook, Director, Health, Housing & Human Services; Vahid Brown,
Supportive Housing Services Program Manager
RE: Supportive Housing Services FY 22-23 Annual Work Plan
DATE: September 7, 2022

Following the completion of the Supportive Housing Services (SHS) program's first year of operations, the program will begin submitting Annual Plans for each fiscal year to Metro. These plans are being composed in a template created by Clackamas, Multnomah, and Washington Counties in collaboration with Metro to ensure regional consistency and detail the program's goals and objectives for the new fiscal year. The FY 22-23 Annual Plan, which furthers the Board-approved goals and objectives outlined in Clackamas County's Local Implementation Plan (LIP), is the first of these new plans and is attached for your review. This memorandum is provided for informational purposes only and staff is not seeking Board action because the Board has already approved the goals and objectives outlined in the LIP. Staff can incorporate feedback or edits as requested by the Board.

The FY 22-23 Annual Plan contains four categories of annual objectives:

Category 1: Housing/Program Quantitative Goals – In FY 22-23 Clackamas County's primary focus will be on increasing the number of permanent supportive housing units by expanding its Regional Long-term Rent Assistance program and by supporting affordable housing developments at three sites: Tukwila Springs, Fuller Road Station, and Clayton Mohr Commons. Additionally, the Clackamas County service provider community has expressed the need for additional rapid rehousing resources. In response, the County will be expanding its array of rapid rehousing services this year. The SHS program plans to provide permanent supportive housing for an additional 385 households and rapid re-housing for an additional 140 households. FY 22-23 will also see a significant expansion of community outreach and engagement and eviction prevention services. The SHS program will also expand its inventory of supported shelter units by expanding capacity and assuming funding responsibility for existing shelters so that County resources can be reallocated towards housing and homeless services in underserved areas of the County.

Category 2: Racial Equity – 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. In FY 22-23, the SHS program plans to increase the number of contracted culturally specific service providers from two to five. The program will also be hiring

multiple program coordinators and an Equity Lead who will help build anti-racist, gender affirming systems, both internally and in collaboration with our provider partners. Throughout FY 22-23, program staff will also be working to implement the various recommendations made in the County's Local Implementation Plan to advance racial equity within the County's coordinated entry system. Program staff will partner with the Coalition of Communities of Color and Unite Oregon to conduct a series of engagements with communities of color to further the implementation of the Coalition's recommendations for advancing equity within the coordinated entry system.

Category 3: Capacity Building – 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 SHS program will continue to expand its team by adding several new positions to support program delivery and operations. Program staff have also taken the initial steps to join the Built for Zero initiative, which aims to make homelessness rare and brief in communities through the use of a comprehensive and constantly maintained by-name list of who in the community is experiencing homelessness. Additionally, the SHS program will increase its investments in expanding the capacity of small grassroots service providers and expand stakeholder inclusion by expanding its advisory and steering committee boards.

Category 4: Other Annual Goals – In FY 22-23, the SHS program will continue to align its work with the County's behavioral health system by expanding partnerships and funding new case manager positions within the Health Center Division's Behavioral Health program. Additionally, the County remains committed to promoting geographic equity in the provision of housing and homeless services throughout the rural and urban regions of the County. County staff will continue identifying services which can be funded with SHS resources to allow for the reallocation of other funding sources to provide housing and homeless services in the historically underserved areas of rural Clackamas County.

ATTACHMENTS:

- Clackamas County Supportive Housing Services FY 22-23 Annual Work Plan



Supportive Housing Services (SHS) Annual Work Plan

Supportive Housing Services Program

FY 22-23

ANNUAL OBJECTIVES BY CATEGORY

County name: Clackamas County

Program year: FY 2022-2023

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)	385 Units	Clackamas County plans to add 300 new households to its Regional Long-term Rent Assistance Program and will also bring 85 units of permanent supportive housing online through the opening of the Tukwila Springs and Fuller Road Station and through ongoing SHS investments in supportive services at the Clayton Mohr Commons affordable housing developments.
Number of housing placements (households):		
Permanent Supportive Housing (PSH)	385 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	140 Households	Rapid Re-Housing placements will primarily serve households which meet the Population B definition.
Other Permanent Housing (if applicable)	N/A	Clackamas County's emphasis for the program's second year is on rapidly increasing the number of available PSH units. As the Program continues 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):	250 Households	Eviction prevention services will be provided to households residing at Housing Authority of Clackamas County properties and local affordable housing developments such as Tukwila Springs.
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
Outreach (Households)	700 Households	Outreach partners will work closely with the County's Coordinated Housing Access system to locate and help facilitate access for households to enter into permanent housing.
Supported Shelter Units	140 Units	This figure is for all SHS supported shelter units, including those active in FY 21-22 and those coming under SHS' purview in FY 22-23. This figure also includes shelter units which were active, but will now be funded by SHS to allow the funding to be reallocated towards other housing and homeless services in underserved areas of the County.

Category 1: Framing and context narrative

In FY 2022-2023 Clackamas County's primary focus will be on rapidly increasing the number of permanent supportive housing units by expanding its Regional Long-term Rent Assistance program, housing navigation assistance capacity, supportive housing case management capacity, and through project based housing at three sites: Tukwila Springs, Fuller Road Station, and Clayton Mohr Commons. Additionally, the Clackamas County service provider community has expressed the need for additional rapid rehousing resources and in response to this the County will be expanding its array of rapid rehousing services this year. A significant expansion of community outreach and engagement services, including those tailored for specific demographics such as youth or the BIPOC community, is also planned for this year. Additionally, the Supportive Housing Services program will also be expanding its array of shelter services by funding new shelter units and also assuming funding responsibility for a number of existing shelters. This assumption of funding responsibility will enable the County to shift resources to other housing and homeless services in areas of need such as rural Clackamas County.

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)
Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs	Increase the number of contracted culturally specific service providers from two to five.	This objective advances Clackamas County's goal of growing culturally specific and linguistic program capacity as demonstrated through increased investments in culturally specific organizations and programs. Additionally, it advances the regional equity goals by providing additional funding and technical support to culturally specific agencies, many of which will be new to working in Clackamas County. Addressing Clackamas County's historical lack of culturally specific service providers is one of the program's primary goals.

Build anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance	Hire Program Coordinators and an Equity Lead to help build anti-racist, gender affirming systems both internally and in collaboration with our provider partners.	This objective advances Clackamas County's goal of developing a plan for evaluating our investments, programs, and systems at least every three years to ensure the County's work is decreasing systemic racial disparities. Program coordinators and the equity lead will work closely with County and service provider staff to design and implement concrete policies with enforceable mechanisms to create an equitable system of services and establish a culture of anti-racism and gender affirmation.
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	Implement the recommendations made in the County's Local Implementation Plan to advance racial equity within our coordinated entry system.	This objective advances Clackamas County's goal of achieving positive housing and service outcomes for Communities of Color to be equal to or better than Non-Hispanic white household outcomes. The County will be partnering with the Coalition of Communities of Color and Unite Oregon to conduct a series of engagements with communities of color to further the implementation of the Coalition's recommendations for advancing equity within the County's coordinated entry system.

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 actions and goals described above represent the County's commitment of ensuring that the program's investments and priorities advance equity throughout our County and the region as a whole.

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 Supportive Housing Services Team	The Supportive Housing Services team continues to expand and will add additional positions supporting: <ul style="list-style-type: none"> • Contract Development and Management • The Youth Homelessness Continuum • Coordinated Housing Access • Equity and Engagement • Administrative Support 	Expanding the County's internal capacity to implement and coordinate the influx of resources from the Supportive Housing Services measure is one of the program's priority program investments. Expanding the County's internal capacity will not only enhance the County's ability to coordinate and deliver services, but will increase the amount of technical assistance which County staff can offer to service providers.
Join the Built for Zero Initiative	Clackamas County staff have taken the initial steps to join the Built for Zero initiative. The ultimate aim of the Built for Zero initiative is to make homelessness rare and brief through the	Joining this initiative does not just advance a single objective or goal within the Local Implementation Plan - making homelessness rare and brief, which the Built

	use of a comprehensive and constantly maintained by-name list of who in the community is experiencing homelessness.	for Zero initiative aims to achieve, advances all of the goals and commitments made within the Local Implementation Plan.
Expand Capacity for Small Grassroots Service Providers	Contract with small, grassroots organizations that have significant population experience and need assistance expanding their organizations.	Clackamas County's Local Implementation Plan made a commitment to enhancing the capacity of community partners and expanding its network of providers that deliver supportive services. Funding and technical assistance for smaller organizations that historically have not provided services in Clackamas County or have not done so in an official capacity will be provided with an emphasis on culturally specific providers in order to expand the larger service provider system and its capacity.
Expanding Inclusive Decision Making Infrastructure and Processes	Establish a Lived Experience Advisory Committee Expand Recruitment for the Housing Services Steering Committee	Establishing and expanding these committees will advance the commitment made to enhance inclusive decision making as outlined in the County's Local Implementation Plan. The Lived Experience Advisory Committee will bring the valuable firsthand knowledge of community members who have experienced homelessness and intimately understand the needs of those currently living unhoused to ensure policy decisions are designed to best fit the community's existing needs. Additionally, to ensure inclusive decision making and to meet the needs of people who have been historically underserved, the expanded body of the Housing Services Steering Committee will over represent Black, Indigenous, and People of Color in its membership.

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.

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 Health System	Fund two Behavioral Health Case Managers in Clackamas County's Health Centers (clinical system) Behavioral Health program and fund one Peer Support Specialist in the City of Milwaukie who will work with a new Behavioral Health Specialist funded by the City.	These new positions 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	Identify homeless and housing services which can be funded with Supportive Housing Services funding to allow other local, state, and federal resources to be reallocated for providing housing and homeless services in rural Clackamas County.	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 Urban Growth Boundary has significant service deserts which are in need of increased funding. The influx of Supportive Housing Services funding within the Urban Growth Boundary is allowing the County to shift resources and fund new services in historically underserved areas.

Category 4: Framing and context narrative

In FY 2022-2023 the Supportive Housing Services Program will shift from being managed within the Housing Authority of Clackamas County to the newly created Housing and Community Development Division. This new division is intended to consolidate housing services to enhance the efficiency and effectiveness of service delivery. As such, the Supportive Housing Services Program is focusing this year on the commitments made within the Local Implementation Plan to more closely coordinate with and enhance other County programs and resources.