

Supportive Housing Services (SHS)

Annual Work Plan

Supportive Housing Services Program

FY 2026-27

DRAFT SUBMITTED APRIL 1, 2026

SECTION 1: INSTRUCTIONS FOR ANNUAL WORK TEMPLATE

Please read through these instructions before completing the Goals & Objectives section of this annual work plan template.

Draft annual work plans are due **April 1st** 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.

Once received, Metro will review the work plan against your Local Implementation Plan and annual budget and may request changes to ensure consistency and alignment.

If applicable, revised draft work plans are due June 15th of each fiscal year.

The final SHS work plan will be submitted by each county along with the SHS budget 60 days after their county budgets are approved.

Please enter annual objectives for each category below. Objectives should be based on your Local Implementation Plan (LIP), and the SHS regional goals and metrics. Entering objectives related to the regional goals and metrics is required. Each year, your program should demonstrate progress toward the 10-year regional goals. Objectives should clearly describe the planned progress (e.g. launching a new program, expanding services by a specific number or percentage of providers), and explain how progress will be measured.

When developing objectives from your Local Implementation Plan (LIP):

- Include at least one objective per LIP goal category
- Focus only on work planned for the upcoming program year
- You do not need to include every LIP goal—only those you will actively work on
- Objectives can also be based on your planned budget and investments for next year. If you're funding it or taking concrete steps toward a LIP goal, please include it as an objective.

SECTION 2: ANNUAL OBJECTIVES BY CATEGORY

COUNTY NAME: Clackamas

PROGRAM YEAR: FY 2026-27

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. **Please do not add additional rows to the tables. If you have housing program goals that align with the listed categories, clarify this in the additional information section.**

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 in the second chart. If your goal is N/A or zero, please provide additional context in the note's column.

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 information (e.g. important context or details for the goal)
Number of permanent supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)	14	While Clackamas County has paused the issuance of new tenant-based RLRA vouchers, we will be opening two new developments, El Nido and Town Center Courtyard, which will have a combined 14 permanent supportive housing units.
Number of households receiving ongoing housing stability support this year: <i>*Includes all sustained households receiving ongoing assistance in all PH Interventions, PSH, RRH, Housing with Services and Housing Only since the start of the measure (2021)</i>	1,000	Ongoing housing support includes households who receive rental assistance in permanent supportive housing, rapid rehousing, and housing with services.
Number of housing placements (households): <i>*Includes all PH Interventions, PSH, RRH, Housing with Services, Housing Only</i>	214	
Permanent Supportive Housing (PSH)	14	Permanent supportive housing placements primarily serve households which meet the Population A definition. Project-based permanent supportive housing may serve Population B households.
Rapid Re-Housing (RRH) - <i>including both sub-types if applicable, e.g. Move-In Ready, sub-type ‘Services Only’</i>	200	Rapid rehousing placements will primarily serve households which meet the Population B definition.
Housing with Services Enrollments	_____ enrollments	Housing 4 Success
Number of homelessness preventions (households):	1,250	Eviction and homelessness prevention services will primarily serve households which meet the Population B definition.
Housing retention rate(s) (people and households) (%)		
Permanent Supportive Housing (PSH)	85%	
Rapid Re-Housing (RRH)	85%	

Additional services area. Add other **quantitative** housing, service or program goals here (non-quantitative program goals are in Category 4 below). *This information was taken from your LIP goals and services you are contracting with service providers for. Please include any additional services provided that are missing below.*

Topic/Category	Annual Goal	Additional information (e.g. Definition, important context or details for the goal)
Newly created SHS shelter units	0	
Sustained SHS shelter units	246	
Shelter unit capacity (combination of new and sustained)		
Sustained shelter units	246	
Outreach (people) <i>*Number of people (unduplicated) engaged in outreach services</i>	750	Clackamas County's coordinated outreach program will engage 750 households experiencing homelessness.

Category 1: Framing and context narrative (required). Include descriptions of any additional supportive services offered and their contract capacity (e.g., navigation; employment services), if applicable.

Clackamas County has surpassed its commitment to connect 1,065 households with permanent supportive housing. Meeting this ten-year goal approximately five years ahead of schedule, permanent supportive housing placements are tapering. Slowing the growth of new permanent supportive housing placements is also necessary while the county adapts its system to decreased SHS revenue forecasted for FY 26-27 and future fiscal years. In FY 26-27, the county will prioritize system optimization across the continuum of housing services, including maximizing capacity within permanent supportive housing through Housing 4 Success, and preservation of funding for other services. New affordable housing developments containing permanent supportive housing, El Nido and Town Center Courtyards, are scheduled to open in FY 26-27.

CATEGORY 2: RACIAL EQUITY – STRATEGIES TO MEET REGIONAL GOALS AND LOCAL/LIP STRATEGIES TO ADDRESS RACIAL DISPARITIES

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
<p>Ensure people seeking the housing services can access the language support they need.</p>	<p>This objective advances the County’s LIP commitments to (1) building community-based organization capacity, (2) achieving positive housing and service outcomes for Communities of Color to be equal to or better than NonHispanic white household outcomes, and (3) increasing access for Communities of Color to housing and services, particularly for those with disproportionately high rates of homelessness.</p>	<p>Progress will be measured through provider participation in language access learning sessions and focus groups, completion of provider-level language access assessment, and adoption of language access practices, policies, and tools over time.</p>	<p>Clackamas County is developing a Meaningful Language Access Measure for SHS providers, planned for implementation in 2027. In this context, a measure is a shared way to learn about language access needs and support system-wide improvement.</p> <p>During the 2026 planning year, HCDD will work with providers to understand current language access practices and service gaps; share resources and examples of effective approaches; and identify training, technical assistance, and system support needs.</p> <p>The Meaningful Language Access Measure builds on the baseline language access assessment Clackamas County conducted in FY 25-26.</p>
<p>Promote a culture of inclusiveness and fair housing as the standard throughout the housing services system through equity learning for service provider staff who engage directly with participants.</p>	<p>This objective advances the County’s LIP commitments to (1) building community-based organization capacity, (2) achieving positive housing and service outcomes for Communities of Color to be equal to or better than NonHispanic white household outcomes, and (3) increasing access for Communities of Color to housing and services, particularly for those with disproportionately high rates of homelessness.</p>	<p>Progress will be measured through the number of learning opportunities provided and the number of participants engaged in learning.</p>	<p>Clackamas County will provide equity learning pathways for service providers, including frontline staff, addressing relevant equity topics and culturally responsive housing practices. This may include in-person and electronic training.</p>

Category 2: Framing and context narrative (required)

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

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
<p>Implement a modernized Homeless Management Information System (HMIS) to improve data quality, coordination, and system performance across the housing response system.</p>	<p>This objective advances the County’s systemwide investment priority in its LIP. This goal also advances the LIP’s system wide investment priority of expanding internal capacity to facilitate further expansion of programs and services.</p>	<p>Progress will be measured by the completion of key implementation milestones (system configuration, data migration, training), as well as increased data completeness, timeliness, and usability over time.</p>	<p>Funded by RIF, this is a tri-county initiative to improve the regional HMIS through a new database coordinating housing and services with people-centric care.</p> <p>The current HMIS, implemented in 2006, was designed primarily for compliance reporting and no longer meets the operational and analytical needs of today’s homelessness response system. A regional assessment identified significant gaps in system functionality, limiting coordination, data quality, and the ability to measure outcomes.</p> <p>In FY 25-26, Clackamas, Multnomah, and Washington Counties selected Bitfocus as the new HMIS vendor to help ensure accurate and timely data and increase accountability. Clackamas County performed significant groundwork to prepare to transfer service providers and their data to the new system.</p>
<p>Assess coordinated entry needs, gaps, and streamlining opportunities.</p>	<p>This objective advances the County’s systemwide investment priority in its LIP. This goal also advances the LIP’s system wide investment priority of expanding internal capacity to facilitate further expansion of programs and services.</p>	<p>Progress will be measured by the identification and pursuit of opportunities to augment and streamline the county’s Coordinated Housing Access system.</p>	<p>Coordinated Housing Access (CHA) fields 20,000+ calls annually and has connected thousands of individuals to housing, services, and resources in the county through housing assessments and real-time coordination with service providers. As the workload grows, Clackamas County is reviewing its coordinated entry system as a whole and will pursue opportunities to streamline processes, respond to growing need, and ensure CHA is cost effective and efficient.</p>

Category 3: Framing and context narrative (required)

Internal capacity building continues to be one of the county’s key focuses to ensure it can meet its quantitative goals and optimize its continuum of homeless services.

CATEGORY 4: CAPACITY BUILDING – PROVIDER CAPACITY

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Fund one-time capacity building activities for service providers to set them up for long-term success and effectiveness.	This objective advances the County’s commitment to building community-based organization capacity.	Progress will be measured by the amount invested in one-time capacity building.	Foreseeing rising inflation and decreasing revenue collection forecasts, Clackamas County is strategically budgeting to sustain existing services. With a minor decrease in SHS revenue forecasted from FY 26-27 to FY 27-28, the county is choosing to invest in one-time capacity building for service providers this year so that funds will then be available to sustain increases in rent assistance in FY 27-28 without cutting ongoing programs. Eligible expenses may include equipment, supplies, repairs, maintenance, improvements, or staff training.
The county will provide opportunities for service providers’ professional development and program expertise through training opportunities, technical assistance, and engagement.	This objective advances the County’s commitment to building community-based organization capacity.	Progress is measured by the number and diversity of opportunities created for service providers.	Funded by RIF , a dedicated training coordinator will continue to build on partnerships with service providers through expanded opportunities for learning, professional development, technical assistance, and other engagements. Opportunities may include financial workshops to assist providers in using financial literacy, budgeting, and basic money management in their engagement with participants; assertive engagement training to assist providers in motivating participants in service engagement; trauma-informed practices; technical assistance with contract fulfillment; mini-trainings at case management meetings; and supporting life skills building for participants. Training that meets the needs of service providers as they continue to engage participants is aimed at reducing provider compassion fatigue, increasing emotional resilience, and fostering a connected and high-performing provider network.

Category 4: Framing and context narrative (required)

SHS funding has mobilized grassroots providers who have historically produced significant outcomes with very limited resources. While these providers have a proven track record in delivering housing services, the county remains committed to ensuring they have the necessary capacity to continue to support SHS program activity.

CATEGORY 5: OTHER ANNUAL GOALS BASED ON LIP

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Align with behavioral and public health systems.	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.	Progress is measured by investments made into programming which advances this alignment.	Funded by RIF , Clackamas County's health and housing integration team is pursuing multiple avenues of alignment with behavioral and public health systems. The county will stand up a behavioral health retention team to support housing stability for individuals with complex behavioral health needs. Clackamas County is also expanding its medical respite pilot.
Promote geographic equity.	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 Metro's jurisdictional boundary has service deserts which are in need of increased funding. The influx of SHS funding within Metro's jurisdictional boundary is allowing the County to shift resources and fund new services in historically underserved rural areas.	Progress is measured by the amount of non-SHS funding allocated for housing services outside of Metro's jurisdictional boundary and the number of households served with it.	Due to influx of SHS funding, the county began allocating additional resources for housing and homeless services to rural and historically underserved areas outside of the Metro service area. Services such as shelter, rapid rehousing, outreach, and navigation have been funded in rural Clackamas County. In FY 26-27, the county plans to invest in new resource centers and continue rural shelter, rapid rehousing, outreach, navigation, and long-term rent assistance.

Category 5: Framing and context narrative (required)

The County will continue services in rural Clackamas County using other funding sources now that SHS funded services have significantly expanded capacity within Metro's jurisdictional boundary. The majority of Clackamas County lies outside of Metro's jurisdictional boundary and has a significant need for new investments and increased capacity. Further alignment with the behavioral and public health systems will provide more robust support for program participants who have acute behavioral or physical health needs and require higher levels of support than housing services providers can deliver.

Glossary:

Supportive Housing Services: All SHS funded housing interventions that include PSH, RRH, Housing Only, Housing with Services, Preventions, and RLRA Vouchers. This also includes shelter, outreach, navigation services, employment services or any other SHS funding to help households exit homelessness and transition into safe, stable housing.

Supportive Housing: SHS housing interventions that include PSH, Housing Only and Housing with Services.

Regional Long Term Rent Assistance (RLRA): Provides a flexible and continued rent subsidy that will significantly expand access to housing for households with extremely and very low incomes across the region. RLRA subsidies will be available for as long as the household needs and remains eligible for the subsidy, with no pre-determined end date. Tenant-based RLRA subsidies will leverage existing private market and regulated housing, maximizing tenant choice, while project-based RLRA subsidies will increase the availability of units in new housing developments. RLRA program service partners will cover payments of move-in costs and provide supportive services as needed to ensure housing stability. A Regional Landlord Guarantee will cover potential damages to increase participation and mitigate risks for participating landlords.

Shelter: Overnight Emergency Shelter that consists of congregate shelter beds PLUS non/semi-congregate units. Shelter definition also includes Local Alternative Shelters that have flexibility around limited amenities compared to HUD defined overnight shelters.

Day Shelter: Provides indoor shelter during daytime hours, generally between 5am and 8pm. Day shelters primarily serve households experiencing homelessness. The facilities help connect people to a wide range of resources and services daily. Including on-site support services such as restrooms, showers, laundry, mail service, haircuts, clothing, nutrition resources, lockers, ID support, etc.

Outreach: Activities that are designed to meet the immediate needs of people experiencing homelessness in unsheltered locations by connecting them with emergency shelter, housing, or critical services, and providing them with urgent, non-facility-based care. *Metro is using the HUD ESG Street Outreach model. The initial contact should not be focused on data. Outreach workers collect and enter data as the client relationship evolves. Thus, data quality expectations for street outreach projects are limited to clients with a date of engagement.*

Outreach Date of Engagement “Engaged”: the date an individual becomes engaged in the development of a plan to address their situation.

Population A: Extremely low-income; AND have one or more disabling conditions; AND are experiencing or at imminent risk* of experiencing long-term or frequent episodes of literal homelessness.

Imminent Risk: Head of household who is at imminent risk of long-term homelessness within 14 days of the date of application for homeless assistance and/or has received an eviction. The head of household will still need to have a prior history of experiencing long-term homelessness or frequent episodes of literal homelessness.

Population B: Experiencing homelessness; OR have a substantial risk* of experiencing homelessness.

Substantial risk: A circumstance that exists if a household is very low income and extremely rent burdened, or any other circumstance that would make it more likely than not that without supportive housing services the household will become literally homeless or involuntarily doubled-up.

The following list are HUD HMIS approved Project Types. Metro recognizes SHS programs do not align with these project types exactly, and value that flexibility. However, to ensure the interpretations and findings are based upon correct interpretations of the data in quarterly reports and HMIS reports, we will reference these Project Types by the exact HUD name.

Here are the HUD Standards if needed, <https://files.hudexchange.info/resources/documents/HMIS-Data-Standards-Manual-2024.pdf>

Permanent Supportive Housing, “PH - Permanent Supportive Housing (disability required for entry)”: A long-term intervention intended to serve the most vulnerable populations in need of housing and supportive services to attribute to their housing success, which can include PBV and TBV programs or properties. Provides housing to assist people experiencing homelessness with a disability (individuals with disabilities or families in which one adult or child has a disability) to live independently.

Housing with Services, “PH - Housing with Services (no disability required for entry)”:

A project that offers permanent housing and supportive services to assist people experiencing homelessness to live independently but does not limit eligibility to individuals with disabilities or families in which one adult or child has a disability.

Housing Only, "PH - Housing Only":

A project that offers permanent housing for people experiencing homelessness but does not make supportive services available as part of the project. May include Recovery Oriented Transitional Housing, or any other type of housing, not associated with PSH/RRH, that does include supportive services.

Rapid Re-Housing, "PH - Rapid Re-Housing" (Services Only and Housing with or without services):

A permanent housing project that provides housing relocation and stabilization services and/or short and/or medium-term rental assistance as necessary to help an individual or family experiencing homelessness move as quickly as possible into permanent housing and achieve stability in that housing.

Prevention, "Homelessness prevention":

A project that offers services and/or financial assistance necessary to prevent an individual or family from moving into an emergency shelter or living in a public or private place not meant for human habitation. Component services and assistance generally consist of short-term and medium-term tenant-based or project-based rental assistance and rental arrears. Additional circumstances include rental application fees, security deposits, advance payment of last month's rent, utility deposits and payments, moving costs, housing search and placement, housing stability case management, mediation, legal services, and credit repair. This term differs from retention in that it designed to assist nonsubsidized market rate landlord run units.