



oregonmetro.gov

Supportive Housing Services (SHS)

Annual Work Plan

Supportive Housing Services Program

FY 2026-27

DRAFT

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: Multnomah County

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)	247 units	Multnomah County anticipates 247 new SHS-supported PSH units to start gradually coming online in FY 2027. Once these units are fully operational, Multnomah County will have funded 1,952 total new units of supportive housing since the start of the SHS Measure, achieving 87% of the 10-year goal to add 2,235 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>	4,500 HH	This is a new metric introduced in FY 2027 to capture the lasting impact of SHS funding as the region moves towards sustaining rather than expansion. This metric refers to households placed before the start of FY 2027 that have remained housed in SHS-funded housing at any point during FY 2027. This number is an estimate and will be adjusted, as needed, once the budget is adopted.
Number of housing placements (households): <i>*Includes all PH Interventions, PSH, RRH, Housing with Services, Housing Only</i>	575 HH	Includes PSH, RRH, Housing with Services. No goal set for Housing Only.
Permanent Supportive Housing (PSH)	250 HH	HSD estimates 250 HH will be placed in PSH this year across new units coming online and attrition in existing PSH programs.
Rapid Re-Housing (RRH) - <i>including both sub-types if applicable, e.g. Move-In Ready, sub-type 'Services Only'</i>	300 HH	RRH funded by SHS will provide short-term rent assistance to households exiting homelessness by providing support with identifying permanent housing opportunities and housing retention.
Housing with Services – <i>if applicable</i>	25 HH	Housing with Services includes housing programs that offer a service component that does not fit in the PSH or RRH categories.
Housing Only – <i>if applicable</i>	N/A	Housing Only programs funded by SHS are fully utilized and no new placements are anticipated for FY 2027. As a result, this section is not applicable.

Number in Other Housing and Services Programs (households): <i>*Not counted towards housing placement:</i>	N/A	Multnomah County will not be funding any Other Housing and Services Programs that are not counted towards housing placement. As a result, this section is not applicable.
Housing with Services – <i>if applicable, e.g. Housing4Success</i>	N/A	
Housing Only – <i>if applicable, e.g. RLRA Rent Assistance only, Move-on, or graduation programs</i>	N/A	
Number of homelessness preventions (households):	295 HH	SHS-funding in this service area is limited in the FY 2027 proposed budget.
Housing retention rate(s) (people and households) (%)		The following housing retention rate goals are set at 85% in alignment with regional goals.
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	114 new units	HSD anticipates three new shelter programs will come online during FY 2027. Out of the total 114 units expected, 50 new units are designated for the family system.
Sustained SHS shelter units	845 sustained units	HSD anticipates SHS will fund full or partial operations of 845 existing shelter units.
Shelter unit capacity (combination of new and sustained)	959 total SHS-funded units	In FY 2027, SHS funding will support full or partial costs for 959 shelter units across Multnomah County. This includes both congregate and non-congregate shelters and units across the Adult, Family, Youth, and DSV systems of care.
Outreach (people) <i>*Number of people (unduplicated) engaged in outreach services</i>	750 people	Outreach targets have been set in collaboration with outreach providers and in alignment with the submitted budget. HSD anticipates engaging at least 750 people in SHS-funded outreach services in FY 2027.

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.

Based on the FY 2026-27 submitted SHS budget, Multnomah County estimates 247 new permanent supportive housing (PSH) units will come online, 575 households will be placed in housing, 295 households will be served with eviction prevention services, 959 shelter units will be funded by SHS, and 750 people will be engaged in outreach services. Over the next fiscal year, Multnomah County's investments are focused on sustaining 4,500 households with ongoing housing support, prioritizing housing placements, and maximizing shelter effectiveness in a restricted funding environment. The sixth year of SHS implementation marks a distinct shift from the rapid growth of early SHS years to stabilizing services for long-term success.

The quantitative goals have been set in alignment with Multnomah County's submitted budget and are subject to change based on final budget adoption. Resulting adjustments will be made in the final version of the annual work plan.

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>Expand culturally specific PSH opportunities for adults and families.</p>	<p>Multnomah County’s LIP identifies investments in supportive housing as the first priority of SHS implementation. During the lifetime of the measure we aim to bring “2,235 additional supportive housing units in Multnomah County” online.</p> <p>The LIP calls for “project based and scattered site Permanent Supportive Housing units that are specifically designed to address the overrepresentation of specific Communities of Color in the chronically homeless population, in particular among Native Americans, African Americans, and Native Hawaiian and Pacific Islanders.”</p>	<p>This goal represents work that started back in FY 2025 that was temporarily paused due to budget reductions. HSD has completed the Notice of Funding Availability (NOFA) and the work is slowly ramping back up.</p> <p>By the end of FY 2027, HSD will complete the following:</p> <ul style="list-style-type: none"> • Work with providers selected through the NOFA process to update project proposals and develop implementation plans and timelines. • Update and execute contracts with culturally specific providers participating in the expansion. <p>Following the approval of the FY 2027 budget, HSD may refine how progress is measured for this goal.</p>	<p>Through previous tri-county Request for Programmatic Qualification (RFPQ) cycles, HSD has prioritized expanding our qualified provider pool to include culturally specific providers, especially small and emerging.</p> <p>This PSH expansion builds off the RFPQ process by using intentional outreach to existing and recently qualified culturally specific providers to apply for funding.</p> <p>Also, the goal is in direct alignment with the SHS Advisory Committee’s FY 2025 equity recommendations, which “prioritize investments that meet the housing needs of those who have been historically deprioritized and heavily impacted by inequities in the homeless services system, such as the Black community, the LGBTQIA2s+ community, those with disabilities, the elderly, the formerly incarcerated, and immigrants”.</p>

Category 2: Framing and context narrative (required)

This goal blends two of the top priorities of the SHS Measure: increasing supportive housing opportunities for people experiencing chronic homelessness and reducing racial disparities. As highlighted by our LIP, communities of color are overrepresented in homelessness and more likely to experience barriers to housing due to institutionalized and systemic racism. In FY 2025, HSD increased the PSH services cap from \$10,000 per household to \$15,000 with a premium for culturally specific programs. This goal builds upon the work that has been done over the past few years to not only offer a premium for culturally specific programs but to increase their share of capacity in Multnomah County’s supportive housing options. The investment is responsive to historical and continued inequities and increases safe, stable housing options for communities that are often underserved.

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 trainings focused on clarifying program monitoring expectations for HSD staff working in contract administration</p>	<p>Multnomah County’s LIP named County Program Implementation Capacity as a priority investment for SHS. Specifically, “while it is anticipated that the majority of funded services will be delivered by community partners, additional County staffing will be needed to effectively plan, procure, implement, and evaluate the SHS Program”.</p>	<p>Training and clarified expectations for program monitoring will allow us to promote more consistent and equitable monitoring practices across our provider contracts.</p> <p>By the end of FY 2027, HSD will complete the following:</p> <ul style="list-style-type: none"> • Create and administer at least one monitoring training for contract administrators. • Survey contract administrators to measure changes in understanding and expectations of HSD monitoring practices. 	<p>As the County enters a restricted funding year where reductions in FTE are prevalent, it is essential for HSD to solidify lower-cost supports for County staff.</p> <p>This goal largely aligns with our SHS advisory committee’s FY 2024 Capacity Building Recommendation to “...create accountability for outcomes described” in provider contracts.</p>
<p>Complete configuration and migration phases of the Homeless Management Information System (HMIS) Replacement Project</p>	<p>Data collection and sharing is listed as a systemwide investment priority in Multnomah County’s LIP, which notes that “there is a substantial need to strengthen and integrate existing data systems, in particular the HMIS database and healthcare data systems, to expand users and develop new service coordination, tracking and reporting capabilities.”</p>	<p>The tri-counties have been working on the HMIS Replacement Project since FY 2024, and the next year represents a critical period in which new system design and data migration will take place.</p> <p>By the end of FY 2027, HSD will achieve the following:</p> <ul style="list-style-type: none"> • Complete the design of the new HMIS system (Phase 4 of the project). • Complete system setup (Phase 5) • Host at least one training for end users. 	<p>The SHS Regional Investment Fund (RIF) is the primary funding source for the HMIS Replacement Project since it represents a regional data system investment across the tri-counties.</p>

Category 3: Framing and context narrative (required)

SHS funding has contributed to substantial growth in the volume of homeless and housing services provided in Multnomah County. As the region shifts to sustaining capacity built by SHS, Multnomah County is investing training resources for contract administrators to ensure HSD’s program monitoring practices are equitable and consistent. By establishing training that emphasizes and clarifies program monitoring expectations, contract administrators will improve their ability to manage contracts, ensure compliance, and conduct equitable reviews of programming.

The HMIS Replacement Project is a multi-year undertaking that started in FY 2024 following a tri-county [HMIS Technology Strategic Sourcing Analysis](#) completed by Gartner Consulting. The analysis confirmed what we have long known locally—that the legacy HMIS platform is not equipped to meet the current needs of our system. As a result, the HMIS Replacement Project was launched to address key gaps in the current HMIS system, such as data visibility. Due to the regional reach of the project, the SHS Regional Investment Fund (RIF) is the primary funding source for the project. The updated system aims to provide better user experience, versatility, and transparency to support the region’s ability to make data-driven decisions.

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)
<p>Standardize training and provide training resource navigation for outreach providers</p>	<p>In Multnomah County’s LIP, culturally specific providers identified a “need for more housing-focused outreach to Communities of Color in locations where there are service deserts, including East County” as a barrier to housing and a factor contributing to disparities in housing retention.</p> <p>Additionally, the LIP highlighted ‘street outreach aimed at... service navigation for those who are unsheltered’ as a priority area and identified the opportunity to “build capacity to improve...standards of practice” as a prominent community engagement theme.</p>	<p>HSD has and continues to improve on outreach outcomes reporting and outreach provider standards and expectations for service delivery.</p> <p>By the end of FY 2027, HSD will complete the following:</p> <ul style="list-style-type: none"> • Identify specific service delivery standards for outreach providers. • Establish clear expectations for providers on how to achieve the standards via training and/or other educational opportunities. • Integrate standards and expectations into outreach provider contracts. 	<p>Over the years, HSD has funded survival, navigational, and housing-focused outreach. In FY 2027, HSD has blended these three types of outreach into a housing-focused outreach model that prioritizes pathways to housing. Funded programs consider geographic equity and have been strategically mapped to cover Multnomah County, especially where resources are sparse.</p> <p>This goal aligns with our SHS Advisory Committee’s FY 2026 accessibility recommendations, which uplift the need for establishing trauma-informed training requirements for outreach workers and setting training expectations.</p>

Category 4: Framing and context narrative (required)

While not the primary focus of SHS, outreach services were identified as an area needing investment, especially for people of color and other populations such as youth and LGBTQIA2S+. With the significant ramp up of services during the first years of SHS implementation, programming was often launched quickly. Now, as we enter the sixth year of implementation there is an opportunity to solidify these investments and the quality of services by ensuring standards are established and providers are given the support and clarity they need to achieve them to best serve people experiencing homelessness.

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)
<p>Engage landlords utilizing Multnomah County’s newly established landlord recruitment and retention strategy.</p>	<p>Multnomah County’s LIP identified a need to increase “limited resources to support landlord engagement and relations, which will be a growing system-wide need as diverse rent assistance programs scale up significantly with SHS”.</p>	<p>HSD is building a series of education and outreach materials for property owners and managers to better engage with and navigate our system.</p> <p>By the end of FY 2027, HSD will complete the following:</p> <ul style="list-style-type: none"> • Identify the mode/platform that resources will be shared with landlords. • Host at least one focus group with landlords to seek feedback on educational materials. <p>Following the approval of the FY 2027 budget, HSD may refine how progress is measured for this goal.</p>	<p>This goal aligns with a system gap identified in Multnomah County’s LIP and aligns with the Homeless Services Department’s (HSD) SHS advisory committee recommendations related to Accessibility which call for “expanded investment in housing through strategies such as... scattered-site housing, especially in underserved geographic areas.”</p> <p>Although this goal does not represent an increased financial investment, it does represent an increased investment to engage landlords in training to promote more diverse, non-project based housing options across Multnomah County to meet the needs of participants.</p>

Category 5: Framing and context narrative (required)

Building strong relationships with property owners in our community will help increase housing options, keep people housed, and minimize evictions while providing education and training on best and culturally responsive practices for working with tenants who have been previously unhoused. In FY 2026, Multnomah County streamlined landlord recruitment and retention resources and started developing a landlord recruitment and retention strategy. With shrinking financial resources and housing affordability challenges, HSD is continuing to prioritize this body of work to ensure people experiencing homelessness have access to housing opportunities that meet their individual needs and stabilization mechanisms to help maintain their housing.

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.

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