

Supportive Housing Services (SHS)

Annual Work Plan

Supportive Housing Services Program

FY 2026-27

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: Washington

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) | N/A | Washington County has surpassed our LIP supportive housing goal of creating capacity for 1,667 supportive housing placements with our Regional Long Term Rental Assistance (RLRA) and case management programs supporting scattered site placements as well as site-based PSH units operating in the County. As PSH buildings open across the County, our tenant-based supportive housing will convert to project-based supportive housing within PSH developments. These programs are designed to support Population A households. |
| 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> | 2,000 households | Washington County will continue to support 2,000 households in Year 6 that were previously placed into housing programs including Permanent Supportive Housing, Rapid Rehousing, and RLRA only – a Housing Only program for participants that need ongoing rental support but no longer require case management services. |
| Number of housing placements (households): <i>*Includes all PH Interventions, PSH, RRH, Housing with Services, Housing Only</i> | 375 Total Placements | Across medium-term and long-term programs, we expect to place 475 households into housing over the course of Program Year Five. In addition to housing placement, these households will be served with comprehensive case management to meet each household where they are at, with an emphasis on reaching and maintaining housing stability. The program details are defined below. |
| Permanent Supportive Housing (PSH) | <ul style="list-style-type: none"> • 100 placements | In Program Year Six, we anticipate that 100 households will be newly placed into our PSH programs. These placements will leverage both private market units using tenant-based vouchers and HCMS, and purpose-built PSH buildings with project-based vouchers with onsite case management and resident services. This program is designed to support Population A households with long-term wraparound services and case management. |
| Rapid Re-Housing (RRH) - Enhanced | <ul style="list-style-type: none"> • 150 placements | Enhanced Rapid Rehousing (ERRH) increases access to housing options for households that require medium-term rent assistance support and case management services until the household can achieve financial independence. Participants are enrolled for up to 24 months with financial assistance and support services decreasing over time as households build stability. While both Population A and B are eligible for ERRH, the focus population is Population B. In Program Year Six, we anticipate that 150 households will be newly placed into our ERRH program. |

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| Rapid Re-Housing (RRH) - Move-In Assistance | <ul style="list-style-type: none"> 125 placements | Washington County redesigned our Move-In assistance , a one-time resource to support households' move into new housing without ongoing case management services or rental assistance in Program Year Five. This assistance helps "divert" households away from long waitlists for housing programs if they can sustain housing placement with one-time financial assistance. The program created a pooled fund available to all contracted service providers to access one-time funds. We anticipate housing at least 125 households with Move-in assistance . |
| Housing with Services – <i>if applicable</i> | N/A | N/A |
| Housing Only – <i>if applicable</i> | <ul style="list-style-type: none"> 100 enrollments | As households stabilize, they may no longer require case management services but still need ongoing financial support through RLRA to remain stably housed. We seek to support 100 households with ongoing RLRA-Only rent assistance. Note: This program is not counted in the total housing placements since the placement already occurred; however, the program frees up capacity for new housing placements in other programs. |
| Number in Other Housing and Services Programs (households): <i>*Not counted towards housing placement:</i> | | |
| Housing with Services – <i>if applicable, e.g. Housing4Success</i> | N/A | N/A |
| Housing Only – <i>if applicable, e.g. RLRA Rent Assistance only, Move-on, or graduation programs</i> | N/A | This number is included in the number of households receiving ongoing housing stability support above. |
| Number of homelessness preventions (households): | 525 households | Washington County continues to support eviction prevention with one-time resources, serving 225 households with eviction prevention. In addition, Washington County has launched a targeted homelessness prevention initiative serving a narrowed population of households at highest risk of entering homelessness. The program launched in Program Year Five, with contracted service providers actively accessing the pooled fund to provide prevention assistance and case management support. The homeless prevention program is expected to serve an estimated 300 households in Program Year Six. |
| Housing retention rate(s) (people and households) (%) | | |
| Permanent Supportive Housing (PSH) | 85% | This goal is based on our understanding of HUD PSH programs. We will assess this goal and adjust over time with supported data. |
| Rapid Re-Housing (RRH) | 85% | This goal is based on our understanding of HUD PSH programs. We will assess this goal and adjust over time with supported data. |

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 Sustained SHS shelter units | 1 new Transitional Housing site | In Program Year Six, Washington County will bring on a new transitional housing site focused on recovery with 85 units . In addition, we will bring on a safe rest village that will bring together two previous safe rest villages to maintain safe rest capacity of 60 pods in the shelter system and better serve participants in one site. |

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| Shelter unit capacity (combination of new and sustained) | 419 shelter beds sustained (391 funded with SHS) | Washington County's shelter system was built out thanks to capital investments from SHS, the Oregon Legislature, and through Governor Kotek's Emergency Orders. Now, our SHS-funded system includes 391 units of different types, including congregate, pods, converted motels, and transitional housing (opening in Program Year Six), across the County. Washington County as an entire system operates 419 units of shelter from all combined funding sources. |
| | 504 shelter units created and sustained (476 funded with SHS) | Now, our SHS-funded system includes 476 units of different types, including congregate, pods, converted motels, and transitional housing (opening in Program Year Six), across the County. Washington County as an entire system operates 504 units of shelter from all combined funding sources. |
| Outreach | Improve data quality for exits, maintaining at least 75% of exits to a positive or sheltered destination | The goal of Street Outreach is to connect individuals and families to positive outreach program exits, connecting participants to temporary or permanent destinations including shelter and housing. Washington County's goal is to maintain improvement in positive exit rates across the system, focusing on a 75% positive exit rate. |

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.

As Washington County enters Program Year Six, we are focusing on the stabilization of the system, continuing to make system improvements and refinements with limited expansions of programs. In Year Six, Washington County will implement Transitional Housing focused on recovery, a needed addition to the continuum of services available in the community.

While new placements are more limited, Washington County will continue to work with households to achieve housing stability and self-sufficiency, moving households from case management to our RLRA only program, opening new placements for new participants. The County will continue to optimize programming, identify ways to leverage other systems of care and funding streams, and coordinate effectively across the provider network.

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) |
|--|---|--|---|
| Refine the use of the regional Racial Equity Lens Tool (RELT) | Washington County aims to advance racial equity within its Supportive Housing Services (SHS) program by strengthening internal coordination and applying consistent equity standards through use of the Racial Equity Lens Tool (RELT). The County goal will be to further integrate the Racial Equity Lens process into key planning, policy, and program decisions to ensure equity considerations help guide implementations. | The County will monitor how often the Racial Equity Lens Tool (RELT) is used in decision-making at least four times during plan the year, and document the outcomes and insights generated through each application. An annual review will be conducted to assess the overall impact of RELT usage and identify opportunities for strengthening equity-informed practices. | The County is developing an informal RELT advisory role for staff to help take ownership of equity outcomes in their programs. These advisors will also support progress measurement and annual evaluation. |
| Ensure that federal budget reductions in Emergency Housing Vouchers (EHV) and policy changes regarding mixed-status families do not create disproportionate impact on protected class households currently served in Washington County housing programs. | Washington County will work to preserve housing stability for households affected by these federal funding and policy changes by identifying households at risk, assessing proportionate impacts across protected class households, and deploying available housing programs to stabilize families. SHS funding will be considered where possible to minimize disproportionate impacts to affected households. | The County will track housing outcomes for households impacted by federal program changes, any SHS resources used to stabilize these families during the reporting period, and analyze demographics of impacted households compared to our overall population of voucher utilizers. | |
| Investigate and understand the impacts of federal program reductions and policy shifts generally across protected classes supported in our SHS funded programs. | Washington County is committed to developing a clearer understanding of how federal reductions affect protected classes so that SHS funding can be deployed to mitigate disparate impacts across our progress. This includes identifying emerging patterns of harm caused by loss of federal benefits such as health insurance and food assistance, assessing the extent to which federal changes influence housing stability or service needs, and using these insights to inform program adjustments and resource planning. | The County will track with qualitative data from its Culturally Specific Organization Cohort, documenting trends in service needs related to federal policy impacts and identifying any shifts in program demand or required interventions to offset these impacts and mitigate disparate impacts to protected classes. | |

Category 2: Framing and context narrative (required)

Washington County's commitment to leading with equity in SHS implementation goes beyond the goals above and is baked into our work. As Washington County navigates the changes to the federal landscape, we continue to prioritize serving individuals and families as they are reflected in the homeless response system, ensuring every individual and family has a path towards housing stability. Washington County will continue to lead thoughtfully and lean into how services can be culturally specific and responsive to participants.

Advancing equity through program implementation, community partnerships, and housing placement outcomes is a fundamental commitment of Washington County's Homeless Services Division.

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) |
|--|---|--|--|
| Update and approve our Local Implementation Plan for years 6-10. | Washington County committed to ongoing community review and guidance to inform program implementation. Through community engagement and stakeholder guidance in Program Year Five, a system evaluation process and framework will continue to refine how we balance system investments. | The County will complete the Local Implementation Plan which will include an evaluation process and framework that can be used each year to guide system investments and engage providers, partners, and the community at large for ongoing system refinement. In addition, the County will approve the Plan through our Advisory Bodies and Board. | The updated LIP will be designed to guide our program through the end of the current measure and set Washington County up for a strong system of continuous investment rebalancing and program improvements. |
| Institute annual decision-making framework and process for one-time funding. | Washington County developed a framework for evaluating one-time investments using data and engaging our partners and Board to direct investments. The framework advances our response to urgent community needs while recognizing the limitations of one-time only available funding. | Once funding is identified at the close of the fiscal year, Washington County will respond to community needs that can be addressed with one-time resources through data evaluation and engaging Advisory Bodies. Staff will receive direction from our Board and execute contracts to distribute funds accordingly. | |
| Refine Coordinated Entry Access, Assessment, and Prioritization | In our LIP, Washington County committed to build a strategic regional response and coordinated service system to better serve people experiencing homelessness throughout the region. | In Program Year Six, Washington County will continue to evaluate improvements needed for our Coordinated Entry system and implement changes to ensure access to the system through various front door services including Access Centers and Street Outreach. Washington County will also develop changes to the assessment and prioritization aspects of Coordinated Entry, with the plan to implement these changes in Program Year Seven in alignment with the other counties. | Changes to the Coordinated Entry system are impacted by the changes to the Homeless Management Information System and will work in partnership with changes by Multnomah and Clackamas Counties in partnership with Metro. |
| Health and housing integration | As part of our goal to leverage other systems of care, we signed a data sharing agreement with Health Share to improve services, reporting, and funding opportunities to better serve people experiencing homelessness with significant healthcare needs. | The County will use newly available data to compare how participants are being served by both systems of care in order to design program improvements that can more effectively connect people to services they need and leverage available health system funded programs. | |

Category 3: Framing and context narrative (required)

Washington County continues to build out our system infrastructure, developing frameworks and evaluating the impacts the system is making for people experiencing homelessness. Using these developed frameworks, we will leverage data and community feedback to ensure decisions for future system development and spending are responsive to community need.

In addition, Washington County will further refine our Coordinated Entry system, Community Connect, to be accessible and easily understood by partners and people experiencing homelessness while recognizing that Coordinated Entry resources will not solve homelessness alone. As such, we will continue to work with other systems of care including health system partners to identify resources and ensure individuals are connected to needed 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) |
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| Expansion of Access Centers | The Plan identified the need for services to be understandable and available, meeting individuals’ basic needs as well as connecting participants to the system of care. | Washington County will continue to expand Access Centers throughout the County, adding two additional Access Centers with new buildings in Hillsboro and Cornelius and exploring development opportunities in Beaverton or central Washington County. | Access Centers operate as day centers, ensuring participants can address their basic needs. Access Center programming will be based on best practices and connect participants to the system of care including shelter referrals, housing referrals, and diversion services to quickly get people back into housing. |
| Refinements to the Emergency Shelter system | The Plan identified a significant lack of temporary housing available in Washington County. Now that the system has developed over 400 units of emergency shelter, Washington County will continue to make improvements to the system of care to ensure participant needs are met. | Washington County will engage with advisory bodies, including the Lived Experience Advisory Committee, to receive feedback on how our programs can streamline access to emergency shelters including refining our waitlist procedures and increasing utilization in emergency shelter beds. Then the program will develop and implement new procedures in our system and with our shelter providers. In addition, the County will work with emergency shelter providers to ensure services meet the needs of participants and long-term sustainability. | |
| Training and Development | The Plan identified the need to support local organizations in Washington County to lead SHS service provision. This goal aims to continue to lean into developing these organizations and ensuring adequate training and resources are available to refine homeless services delivery. | Training in homeless services is essential to ensure that providers are equipped with the knowledge, skills, and approaches necessary to support individuals facing complex and interconnected challenges. Community partners have identified trainings needed to continue homeless service delivery. Washington County will develop and deploy trainings throughout Program Year Six, providing necessary professional development opportunities and support to staff. | While Metro is working towards regional long-term goals for training, these trainings will fill the gap while regional resources are being developed. |

Category 4: Framing and context narrative (required)

Washington County’s network of more than 20 service providers has significantly scaled up operations during the first five years of SHS investments, building a stronger and more responsive homeless services system. In Year Six, the addition of two new Access Centers will further expand and geographically balance the system of care across the county, increasing capacity for outreach, assessment, and connection to services. As the system continues to mature, Washington County aims to sustain key investments, strengthen program quality, and implement ongoing training to support organizational development and accountability among providers. These efforts will drive continuous improvement across all service areas, including Emergency Shelter, where enhanced operations are critical to meeting both current and emerging needs. By refining practices and optimizing service delivery, the system can better serve participants and create opportunities to quickly serve households to ensure homelessness is brief, rare, and one-time.

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) |
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| N/A | | | |
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Category 5: Framing and context narrative (required)

Given that Washington County has accomplished the goals included in our Local Implementation Plan, no additional goals fit into this category.

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.