

FY 2025 -FY 2026 Community Sheltering Strategy

In fall/winter 2023-2024, Multnomah County and the City of Portland announced tentative agreement on a two-year goal for reducing unsheltered homelessness: by December 31, 2025, resolve unsheltered homelessness for 50% of the baseline number of people experiencing unsheltered homelessness in January 2024. While ambitious, this goal should be seen as a first step for the ultimate goal of preventing and reducing homelessness overall, with a system of care that ensures that homelessness is rare, brief, and one-time-only.

Under the umbrella of this systemwide goal, the Joint Office of Homeless Services (JOHS) worked with community partners to develop and execute a community wide shelter strategy. The goal of this process was ultimately to create goals and strategies for reducing unsheltered homelessness and create pathways to housing, but the process was also designed to demonstrate and practice community partnership. Over a series of month, a workgroup made up of JOHS staff, service

providers, and staff from the City of Portland and the City of Gresham met weekly to design sheltering strategies. This workgroup reported on a biweekly basis to a Steering Committee made up of Commissioners from the City of Portland and Multnomah County.

To create these strategies, the workgroup used the following process:

1. Developed system goals for the reducing unsheltered homelessness, in keeping with evolving goals for the Homelessness Response System
2. Organized discussions by (Adults, Families, Youth, Survivors).
3. Reviewed data on existing capacity, models, and services, and discussed needs with system experts.
4. Based on discussions and data, created goals for both increased shelter capacity, increased exits to permanent housing, and the services that lead to housing exits.

The focus of the Community Sheltering Strategy was to improve the availability and efficiency of shelter as a way to reduce unsheltered homelessness, and to ensure that shelter is a pathway to stable housing. For this reason, the strategy recommends both an increase in units and the services needed within shelters to lead to housing. Page 2 of this document provides an overview of the suite of recommendations for all four population systems of care, while pages 4 - 8 include system-level recommendations per system.

Sheltering is most successful as one option within a robust homelessness response system that provides the variety of supports that are necessary to successfully reducing homelessness. As such, the workgroup also compiled a list of other necessary services, systems, and infrastructure items that are essential to supporting people on their journey back to housing from homelessness. These items can be found on page 3 of this document.

Multnomah County All Shelter System Strategy

Clear and easy way to access shelter via a coordinated system

Shelter or place in housing 2,699 people by December 31, 2025										Develop capacity to match services to need				
Shelter Units and Flow						Shelter Flow Support Needs								
						Phase 1		Phase 2						
Shelter Unit Capacity			Exits to Permanent Housing			Staffing Ratios	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Behavioral Health (BH)	Other				
Current Capacity <i>(Budgeted, Open)</i>	Planned <i>(Budgeted, Not Open)</i>	New – By 12/31/2025 <i>(Proposed – Not Budgeted, Not open)</i>	Current	Goal			All staff are compensated livable wages	Increase per-household services funding						
Adult	2,354	555	250*	26%	41% (15% increase)	Case Management Staff (CM): 1:20	Increase of 575 units	All sites have RRH funding for placements	100% access to on-site BH supports	N/A				
Family	138	0	150	56%	71 % (15% increase)	Operations Staff (Ops): 1:25	Increase of 55 units	Increase amounts and timeline to 12 months		Access to drop-in services				
DV	140	0	80	56%	61% (5% increase)	CM: 1:15 Ops: 1:20 No single staffed sites	Increase of 36 units	Increase of 115 units and Increase timeline 2-5 years		Increase funding for Shelter to Stability				
Youth	60	0	25*	60% exits to stable housing	70 % (10% increase)	CM and Ops: 1:10 No single staffed sites	N/A	Increase of 100 units		Increase funding for Shelter to Stability; Increase age limit				
Total	2,692	555	505	15% increase across the system by end of 2025		All services are culturally responsive, trauma-informed, accessible <i>*indicates some beds specifically designated as culturally specific</i>								
Cumulative Total	2,692	3,247	3,752											

Integrate shelter into the larger system of care through improved communication and coordination with healthcare, housing, benefits, and other systems.
See page 3 for required elements to achieve an integrated system.

Required Elements to Achieve an Integrated System

While the Community Sheltering Strategy was focused on those elements that are directly linked to creating shelter capacity and supporting exit from shelter to stable housing, many other elements are essential to reducing homelessness overall. These items include:

Other Outcomes Required
Increase availability of affordable housing
Increase diversity of funding strategies for housing
Increase rapid rehousing/short-term rent assistance amounts and timelines
Increase eviction prevention
Increase Flexible Client Assistance
Increase supports for medically fragile people or those with behavioral health needs

Services – All Systems*
Outreach
Retention Services
Employment
Peer Support
Legal Aid/Legal Services
Support services such as childcare, community health workers
Housing navigation supports
Streamlined entitlements
Debit/ credit/ financial coaching
Health care
Mental health SUD treatment

*each Population System strategy lists other service needs for that unique system

Adult System Shelter Strategy

System Outcomes

Shelter, or place into housing, 2,699 people by December 31, 2025

(Whole system goal)

Develop capacity to match unsheltered people to individual needs (housing, shelter type, medical respite, SRTF)

Clear and easy way to access shelter via coordinated system

Shelter Outcomes

Increase bed capacity

Based on modeling, 806 new beds would serve an additional 1,200 people. Ensure some sites are culturally specific, including LGBTQIA2S+

Increase percent of adults exiting to permanent housing by 15%

Model	JOHS Budgeted Capacity (Budgeted and Facility Open)	Planned (Budgeted, not open)	Proposed New Beds (not budgeted or planned)
Congregate	1231	88	75
Motel	441	0	140
Alternative	129	107	35
SRV/TASS (not all in JOHS budget)	466	360	
BHD Beds*	87		
Total per Category	2354	555	250
Running Total	2354	2909	3159

Model	Current	Future (Dec. 31, 2025)
Congregate	13%	28%
Motel	29%	44%
Alternative	44%	59%
Total	26%	41%

Shelter Flow Outcomes

Sheltering-Related Outcomes

Increase permanent support housing units
Current: 1500
Future: 2075
(Increase of 575 units; increase per HH services funding)

100% of shelter sites have direct access to on-site behavioral health supports

All shelters have funding for housing placement out of shelter

All shelter sites have Case Management ratio of 1:20 and Basic Staffing Ratio of 1:25

Other Outcomes Required

Increase units for medically fragile/treatment/MH needs

Increase rapid rehousing amounts and timelines

Increase availability of affordable housing

Plan for long-term shelter residents

Increase eviction preventions

Continuum of Services that Impact Outcomes

Services

Outreach

Retention Services

Employment

Peer Support

Legal Aid

Housing Navigation Supports

Streamlined Entitlements

Debt/Credit/Financial Coaching

Health Care

Mental Health

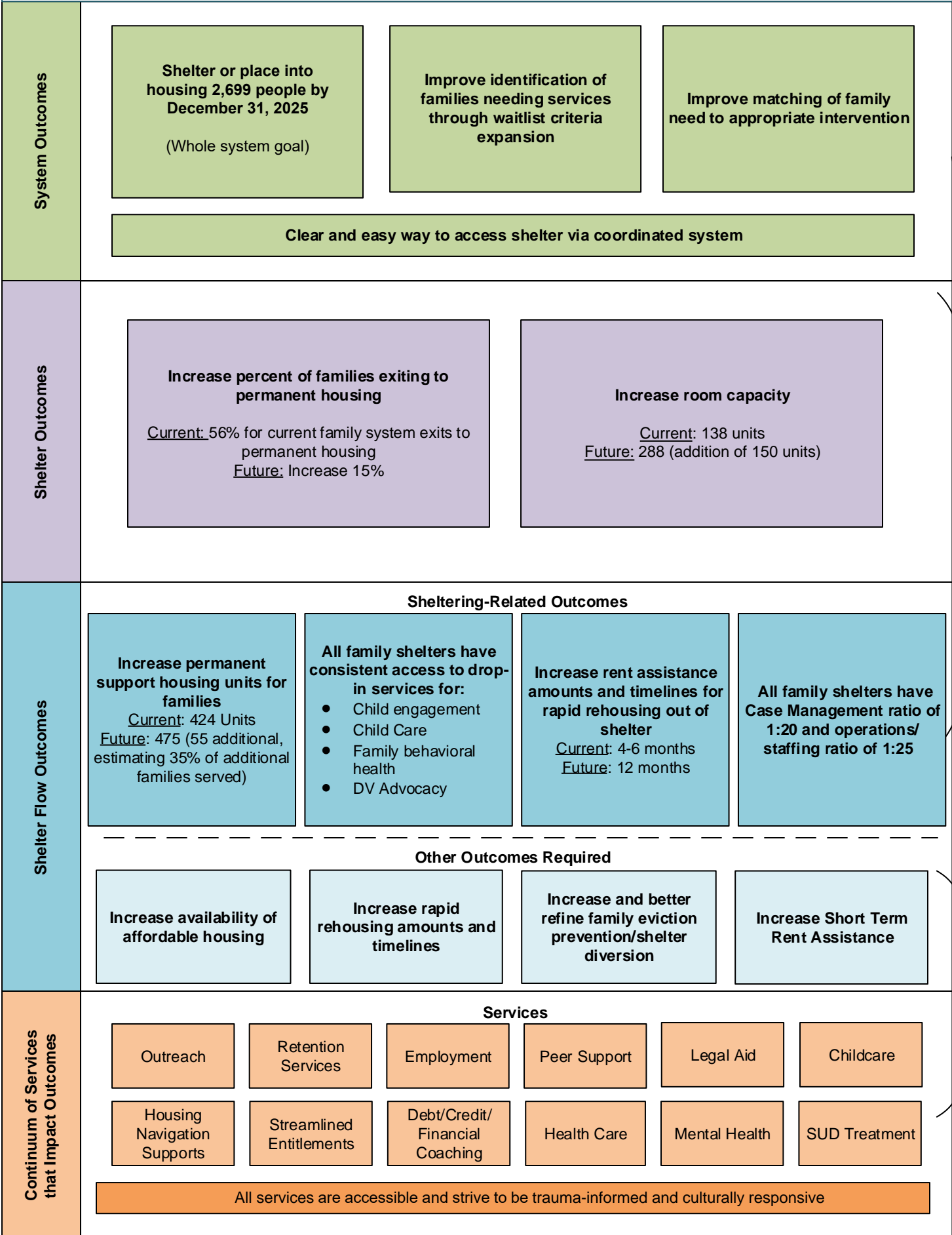
SUD Treatment

All services strive to be trauma-informed and culturally responsive

Shelter Outcomes Drive System Outcomes

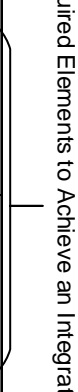
Required Elements to Achieve an Integrated System

Family System Shelter Strategy



Shelter Outcomes Drive System Outcomes

Required Elements to Achieve an Integrated System



DSV System Shelter Strategy

System Outcomes	<p style="text-align: center;">Shelter, or place into housing, 2,699 people by December 31, 2025</p> <p style="text-align: center;">(Whole system goal)</p>	<p style="text-align: center;">Increase DSV System capacity to assess and match households with individualized and self identified needs</p>
	<p>Clear and easy way to access shelter via coordinated system</p>	

Shelter Outcomes	<p style="text-align: center;">Increase Units</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="text-align: left;">Emergency Shelter (ES) Model</th> <th>FY24 Budget</th> <th>Current Capacity</th> <th>Proposed</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Facility-Based ES</td> <td>120</td> <td>91</td> <td>29</td> <td>120</td> </tr> <tr> <td>Scattered - ES</td> <td>12</td> <td>12</td> <td>4</td> <td>16</td> </tr> <tr> <td>Motel Structure- ES</td> <td>0</td> <td>0</td> <td>80</td> <td>80</td> </tr> <tr> <td>Motel Vouchers*</td> <td>300</td> <td>300</td> <td>100</td> <td>400</td> </tr> <tr> <td>Totals</td> <td>432</td> <td>403</td> <td>213</td> <td>616</td> </tr> </tbody> </table> <p style="font-size: small; margin-top: 5px;">Shelter expansion priorities include culturally-specific shelter services and services accessible to survivors with disabilities.</p> <p style="font-size: small; margin-top: 5px;">*Motel Vouchers do not provide the same level of services as standard Emergency Shelters. Motel Vouchers are intended to be used in short intervals (avg. 2 weeks), when shelter beds are not available, or as "bridge vouchers" to housing for participants actively enrolled in housing programs.</p>	Emergency Shelter (ES) Model	FY24 Budget	Current Capacity	Proposed	Total	Facility-Based ES	120	91	29	120	Scattered - ES	12	12	4	16	Motel Structure- ES	0	0	80	80	Motel Vouchers*	300	300	100	400	Totals	432	403	213	616	<p style="text-align: center;">Increase % of households exiting from Emergency Shelter to Permanent Housing</p> <p style="text-align: center; font-size: small;">Current: 56% Future: Increase positive exits from shelter by 5%</p>
Emergency Shelter (ES) Model	FY24 Budget	Current Capacity	Proposed	Total																												
Facility-Based ES	120	91	29	120																												
Scattered - ES	12	12	4	16																												
Motel Structure- ES	0	0	80	80																												
Motel Vouchers*	300	300	100	400																												
Totals	432	403	213	616																												

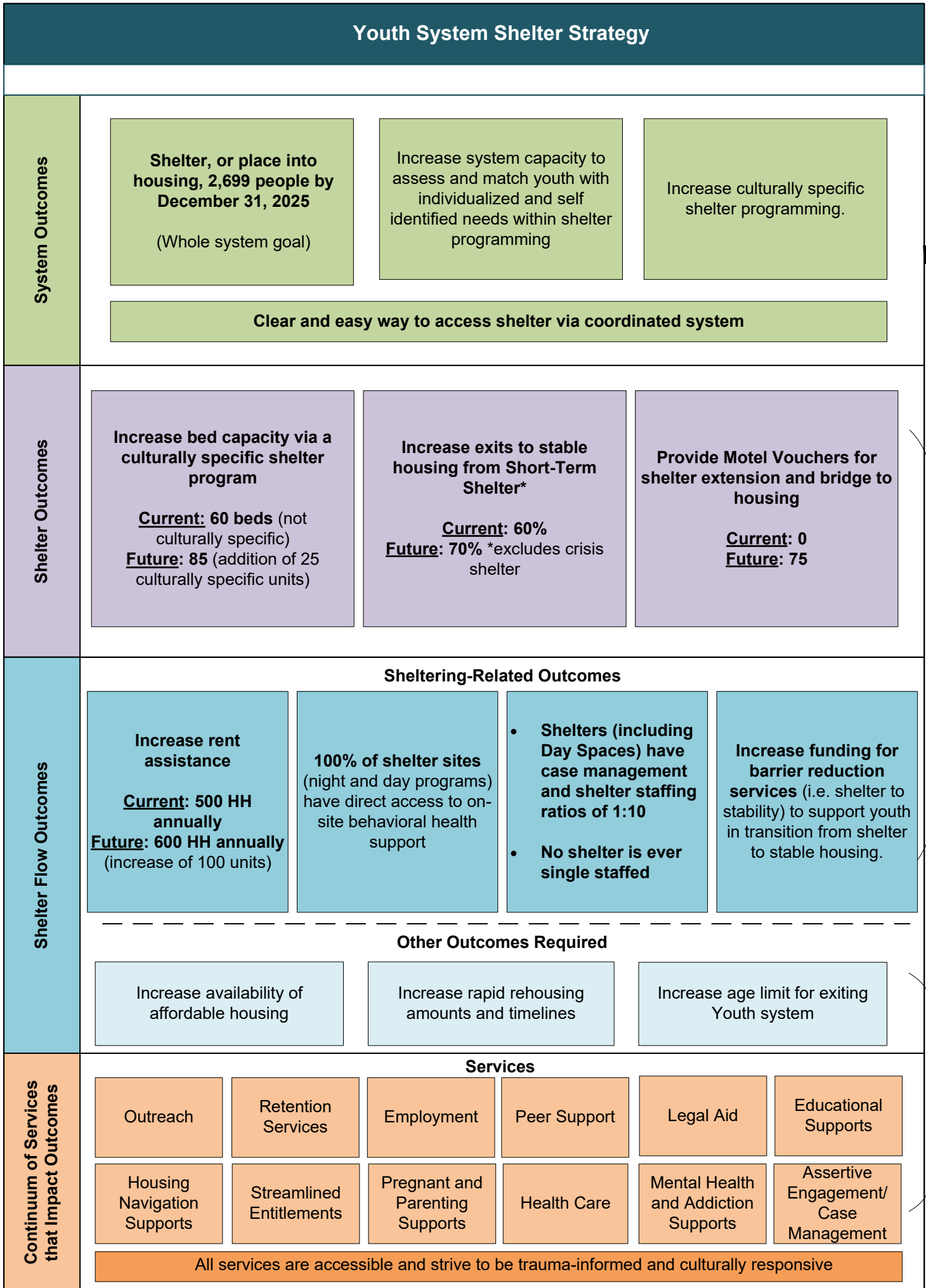
Shelter Flow Outcomes	Sheltering-Related Outcomes					
	<p style="font-size: small;">Increase permanent supportive housing units (including FTE, Admin, Client/Rent Assistance)</p> <p style="font-size: small;">Current: 64 Future: 100 (36 New DSV PSH Placements)</p>	<p style="text-align: center;">100% of shelter sites have direct access to on-site behavioral health supports</p>	<p style="text-align: center;">Staffing</p> <ol style="list-style-type: none"> a. All Shelters have Case Management Ratios of 1:15 and Shelter Staffing Ratios of 1:20 b. No shelter shift shall ever be single staffed c. All staff are compensated livable wages 	<p style="text-align: center;">Increase Rapid Rehousing</p> <ol style="list-style-type: none"> a. Increase RRH units* Current: 585 Units Future: 700 Units b. Increase RRH subsidy length Current: up to 24 months Future: 2 - 5 years <small>*Including FTE, Admin, Client/ Rent Assistance)</small> 	<p style="text-align: center;">Increase funding for barrier reduction services to support households more quickly transition from shelter to stable housing.</p> <p style="font-size: small;">(i.e. Shelter to Stability, debt reduction, transportation, documentation, credit/background check, etc.)</p>	
	Other Outcomes Required					
	<p style="font-size: small;">Increase availability of affordable housing</p>	<p style="font-size: small;">Increase eviction prevention resources & outcomes</p>	<p style="font-size: small;">Increase short-term (agency-based) rent assistance</p>	<p style="font-size: small;">Increase DSVCA system capacity</p>	<p style="font-size: small;">Investment in CoC Emergency Transfer Plan; Client Assistance resources for Emergency Transfers</p>	<p style="font-size: small;">Investment in DSV System Crisis Lines</p>
	<p style="font-size: small;">Increase Diversion from Shelter/ Homelessness resources/outcomes</p>	<p style="font-size: small;">Expand InReach out of Shelter resources and increase Client/Rent Assistance for existing DSV InReach</p>	<p style="font-size: small;">Increase Motel Vouchers resources, as an extension of DSV shelter and bridge to housing</p>	<p style="font-size: small;">Increase funding for Training/TA for direct service staff</p>	<p style="text-align: center;">Flexible Client Assistance</p>	

Continuum of Services that Impact Outcomes	Services					
	Outreach	Prevention Services	Retention Services	Employment	Peer Support	Legal Aid
	DV/SA Advocacy & Safety Planning	Housing Navigation Supports/ Landlord Advocacy	Peer Support	Health Care	Mental Health	Childcare
	All services are accessible and strive to be trauma-informed and culturally responsive					

Shelter Outcomes Drive System Outcomes

Required Elements to Achieve an Integrated System

Youth System Shelter Strategy



Shelter Outcomes Drive System Outcomes

Required Elements to Achieve an Integrated System

