



Metro



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# Tri-County Planning Body Regional plan



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**Cover image:** Clackamas Village shelter.



## **Memo**

Date: December 10, 2025

To: Metro Council and the Boards of Commissioners for Clackamas, Washington and Multnomah counties

From: Supportive Housing Services Tri-County Planning Body

### **Tri-County Planning Body Regional Plan**

The supportive housing services fund provides locally controlled, flexible funding that expands the region’s capacity to meet the needs of people experiencing homelessness. One of the SHS fund’s guiding principles is a commitment to regionalism, based on the recognition that experiences of homelessness don’t stop at county lines and neither should our solutions. Addressing the homelessness crisis effectively requires coordination and alignment across jurisdictions and systems. The resources and supports that are essential to community stability — housing, healthcare, employment, transportation — operate across jurisdictional lines. Similarly, the barriers and challenges that underlie housing instability and homelessness involve multiple systems and are perpetuated across jurisdictions.

As the first regional dedicated funding source for homeless services, SHS has the potential to transcend silos and catalyze systems change to create a more effective and integrated system of care. Metro and the counties have worked together since SHS launched to coordinate on the development and implementation of regional policies, guidelines and procedures. The voter-approved measure in 2020 established the tri-county planning body, or TCPB, to support this work by regionalizing appropriate aspects of SHS implementation with the goal of improving access and outcomes for people experiencing homelessness. Over the past three years, the TCPB has played a critical role in bringing together people from diverse backgrounds and perspectives — including providers working in the field, government staff and elected officials — to identify systemic barriers that perpetuate or prolong experiences of homelessness for the most vulnerable. There are many personal challenges that people must overcome to regain housing stability, so it is imperative that the systems we build to respond do not add to the complications of navigating services and supports.

We are pleased to present the TCPB’s Regional Plan, which summarizes the results of this work to date. The TCPB identified six goal areas to strengthen SHS implementation by regionalizing landlord recruitment, aligning healthcare and housing systems, streamlining coordinated entry, strengthening service delivery through training, improving service capacity through technical assistance, and stabilizing recruitment and retention of frontline staff. The Regional Plan summarizes the TCPB’s implementation strategies for each of these goals. These strategies were developed through extensive engagement with jurisdictional staff, service providers, local and national consultants, and other partners. The strategies

are grounded in best practices research, landscape analysis and model design work conducted in collaboration with regional providers and issue experts.

The Regional Plan is a work in progress that represents the first step in a multi-year body of work. Regional systems change is complex, and the plan was intentionally designed to support an iterative process of learning and improvement to identify the most effective strategies to achieve our goals. The first phase of implementation will result in pilot project evaluations and collaborative assessments that are intended to guide decision making about which strategies to elevate and prioritize for future investment.

Regionalism is complicated work that does not lend itself to quick or easy solutions. It has been challenging to rapidly launch and scale up SHS-funded programs in each county and deliver solutions during this crisis while also advancing regional systems change. Regionalism also requires jurisdictions to work together in new ways, balancing the needs of the system as a whole with local priorities through collaboration and mutual trust. This work has been difficult, but it is starting to reach some momentum, and the Regional Plan provides a roadmap for moving it forward.

## Recommendations

As SHS enters into the next phase of implementation, we urge Metro Council and the Boards of Commissioners of Clackamas, Multnomah and Washington counties to build upon the TCPB's foundational work:

- **Continue moving forward Regional Plan implementation:** The Regional Plan is intended to serve as a roadmap for a multi-step, iterative process. The first phase of implementation, which is currently underway, will provide insights to guide further prioritization and refinement to ensure the region invests in the most effective strategies. Systems are in place to gather detailed progress reports and evaluation findings to guide the next steps in this process. We encourage Metro and the counties to stay on course with the implementation process to reap the benefits of the work that has already gone into this multi-year effort. Resist inclinations to restart or redo work that has already been done; progress will be found through continuous commitment.
- **Learn from TCPB's model for future governance structures:** As Metro considers potential reforms to the SHS governance structure, it should incorporate TCPB values and practices that have proven to be effective. This includes:
  - Creating a shared space where direct service providers, government staff and elected officials come together to identify barriers and develop solutions as partners and collaborators. Working across these different perspectives can be challenging, but it is essential for maintaining broad buy-in while developing strategies that will actually work.
  - Leveraging the expertise that already exists in our communities by engaging people with frontline experience as key participants at the table. This includes people with lived experience of homelessness, providers working on the ground to implement

SHS-funded services, and government staff who are designing and managing the programs.

- Promoting transparency and community engagement through publicly accessible meetings with dedicated time for public input as well as targeted outreach to providers and frontline staff to gather input about barriers and potential solutions.
- **Continue to commit resources to support regional strategies:** For regionalism to succeed, jurisdictions must have dedicated time and resources to engage in systems-level work so that they can balance the competing demands of local and regional priorities. We urge Metro and the counties to maintain dedicated staff capacity to support regional collaboration, planning and problem solving. Progress on regional solutions will also require the continued availability of resources to support implementation of regional strategies as well as piloting, evaluation and scaling of regional initiatives.
- **Prioritize cross-sector coordination:** Cross-sector partnerships and service integration are key to building a more effective response to homelessness. The TCPB's work to strengthen alignment and partnerships with healthcare systems exemplifies the type of cross-sector initiatives that are essential to enable people to access the services they need to support their housing stability. Metro and the counties should continue to advance this work while using it as a model for cross-sector coordination with other related systems. This includes working across sectors to bring resources closer to frontline workers, aligning across service systems to streamline pathways to meet people's needs, building partnerships with landlords and property management, and coordinating with workforce development and training programs.

We are proud of what the TCPB has accomplished to lay the groundwork for creating a more integrated and effective regional homeless services system, and we hope Metro and the counties will continue to build upon this work as SHS moves forward.

Thank you,

Supportive Housing Services Tri-County Planning Body members:

Mercedes Elizalde (former Co-chair)	Sahaan McKelvey
Steve Rudman (Co-chair)	Cameran Murphy
Eboni Brown	Cristina Palacios
Zoila Coppiano	Mindy Stadlander
Yvette Hernandez	Chair Kathryn Harrington, Washington County
Yoni Kahn	Councilor Christine Lewis, Metro
Monta Knudson	Chair Craig Roberts, Clackamas County
Nicole Larson	Chair Jessica Vega Pederson, Multnomah County

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## INTRODUCTION

In May 2020, voters in greater Portland took a historic step to address the homelessness crisis by approving a new funding source to support housing access and stability for people across our region. The supportive housing services fund, or SHS, supplements existing local, state and federal resources with flexible funding that increases the region's capacity to meet the needs of people experiencing homelessness and housing insecurity.

The SHS fund has supported a significant expansion of our region's homelessness response system. SHS tax revenue is distributed by Metro to Clackamas, Multnomah and Washington counties to invest in programs and services to meet the needs in their communities. The three county governments work in partnership with nonprofit and community-based organizations to provide a continuum of services in alignment with local implementation plans and regional goals. Metro provides guidance and oversight and facilitates regional coordination to support effective implementation.

The SHS ballot measure and Metro's SHS workplan established the tri-county planning body, or TCPB, to support coordination and alignment of SHS program implementation and to regionalize appropriate aspects of the counties' SHS work. Five percent of SHS funds are reserved for a regional investment fund, or RIF, designed to support SHS alignment, coordination and outcomes at a regional level. The TCPB guides RIF investments and supports the development of regional strategies.

The TCPB identified six goals to strengthen SHS implementation through regional solutions:

- **Coordinated entry:** Assess opportunities for regional coordination to make coordinated entry more accessible, equitable and efficient for staff and clients
- **Landlord recruitment:** Identify areas where regionalization can increase the availability of accessible and appropriate housing units for service providers
- **Healthcare system alignment:** Promote greater alignment and long-term partnerships with healthcare systems that meaningfully benefit people experiencing homelessness and the systems that serve them
- **Training:** Support regional training that provides service providers with access to the knowledge and skills required to operate at a high level of program functionality, prioritizing the needs of culturally specific providers
- **Technical assistance:** Support regional technical assistance and capacity building investments to ensure organizations have the support required to operate at a high level of functionality, prioritizing culturally specific providers
- **Employee recruitment and retention:** Establish regional standards for county contracts with SHS-funded agencies and providers to achieve livable wages for direct service staff

This Regional Plan summarizes the implementation strategies to achieve these goals, provides an overview of progress as of September 2025 and outlines the next steps for advancing this essential work.

## THE ROLE OF REGIONALISM IN SUPPORTIVE HOUSING SERVICES

Homelessness and housing are issues that lend themselves to a regional approach. Where people live and work is not confined by jurisdictional boundaries. Many of the resources and supports that are essential to addressing homelessness — housing, healthcare, employment, transportation — also exist and operate across jurisdictional lines. Similarly, the system-level barriers and challenges that underlie housing instability and homelessness cannot be tackled at a local jurisdictional level.

A commitment to regionalism is one of the SHS guiding principles, based on a recognition that solving the homelessness crisis will require an unprecedented level of coordination across jurisdictions and systems. A regional approach has the potential to strengthen each county's efforts to meet the needs of people experiencing homelessness by:

- Supporting equitable and seamless connections to services across jurisdictions
- Setting regional standards for program implementation and policies
- Strengthening connections with resources and wraparound supports to meet each person's needs
- Supporting coordinated solutions to address systems-level challenges

Regional coordination can also increase the effectiveness and cost-efficiency of SHS investments by:

- Creating opportunities for jurisdictions to collaborate on program design, pilot innovative program models, and share lessons and best practices
- Centralizing administrative functions to reduce duplication and create opportunities for cost sharing across counties

While regionalism has the potential to create a more effective and integrated system of care, it is also challenging work that is difficult to implement. For regionalism to succeed, partner jurisdictions and organizations must be able to prioritize the system as a whole over their own individual interests and needs. Creating regionally consistent policies and procedures can also be time consuming and complex, requiring alignment across systems and structures that were developed to meet local needs. Decision making about regional priorities can also be challenging, requiring coordination and agreement across multiple leadership structures and decision-making bodies.

Metro and the counties have worked together since SHS launched to coordinate on the development and implementation of regional policies, guidelines and procedures (see Exhibit B for examples). Recognizing the importance and challenges of regionalism in SHS implementation, Metro and the counties established the TCPB to provide added value to these coordination efforts. The TCPB brings together people from diverse backgrounds and perspectives — jurisdictional leaders, service providers, representatives from other sectors and people with lived experience of homelessness — to work collaboratively to identify barriers to SHS implementation and develop regional strategies and solutions.

## DEVELOPMENT OF THE TCPB REGIONAL PLAN

The TCPB is charged with identifying regional goals and developing a Regional Plan with recommendations and strategies for addressing the regional goals. This role is codified in the SHS workplan, counties' intergovernmental agreements with Metro and the TCPB charter. The SHS workplan and TCPB charter highlight several issue areas as priorities for the TCPB's regional planning work:

- **Regional capacity:** strengthening regional supportive housing capacity including regional long-term rent assistance and culturally specific housing and services
- **Systems alignment:** coordination and integration between the housing and homeless service systems as well as other systems serving people experiencing homelessness
- **Standards and metrics:** coordination and alignment on definitions, program standards, performance metrics, system indicators, program evaluation and data

The TCPB worked with Metro and the counties to identify regional planning priorities based on an assessment of challenges and opportunities within each of these issue areas. Metro and county staff then researched areas of potential work to address the challenges and opportunities, which they presented to the TCPB for consideration. This information-gathering process was informed by presentations from issue experts, input from service providers and other partners, and additional research and analysis by technical consultants.

TCPB members then engaged in a multi-step process to prioritize among the potential areas of work. The prioritization approach was person-centered, guided by the goal of leveraging the power of regionalism to improve the experiences of people served by SHS-funded programs and support their long-term stability and well-being. The focus was on strategies that would strengthen the region's homeless services through systems change, systems alignment and regional integration.

Based on this prioritization process, in May 2023, the TCPB adopted goals and recommendations in six issue areas:

- Coordinated entry
- Regional landlord recruitment
- Healthcare system alignment
- Training
- Technical assistance
- Employee recruitment and retention

The development of implementation strategies for each of the goals involved extensive engagement with jurisdictional staff, service providers and other partners as well as best practices research, landscape analysis and model design work conducted in collaboration with issue experts and consultants. People with lived experience of homelessness were consulted to provide input and feedback. The strategy development process was guided by a

Racial Equity Lens Tool analysis to ensure all the strategies center and advance racial equity.

The TCPB’s planning work happened simultaneously with counties rapidly implementing new SHS-funded programs and providers scaling up their capacity to deliver SHS-funded services. Developing the Regional Plan during this period of rapid system growth ensured the TCPB’s work was grounded in the lessons and insights that emerged during the initial stages of SHS implementation, but it also resulted in a complex, multi-step planning process that took longer than expected to complete.

To expedite progress in moving forward the TCPB’s work, implementation strategies for each goal were developed independently. TCPB members envisioned the Regional Plan as a living document, built as recommendations and implementation strategies were adopted. In alignment with SHS governance policies, the implementation strategies were formally approved by the TCPB members and the SHS oversight committee as they were completed, with the final strategies approved by the TCPB in December 2025:

<b>Implementation strategy</b>	<b>Approved by TCPB</b>	<b>Approved by SHS oversight committee</b>
Regional landlord recruitment	March 2024	April 2024
Coordinated entry	October 2024	October 2024
Healthcare system alignment	April 2025	April 2025
Technical assistance	February 2025 <sup>1</sup>	July 2025
Training	July 2025	July 2025
Employee recruitment and retention	December 2025	January 2026

The approved implementation strategies incorporate several inter-connected approaches to regionalism:

- Setting regional standards for policies, procedures and approaches to ensure consistency and facilitate greater alignment and integration across jurisdictions
- Consolidating administrative functions across the three counties to achieve cost efficiencies, maximize available capacity and increase effectiveness
- Testing new strategies through local pilots to determine whether they should be scaled up regionally and to inform broader implementation
- Leveraging regional resources and capacity to develop cross-sector initiatives and advance systems change

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<sup>1</sup> An addendum to the technical assistance implementation strategy was approved in July 2025.

Each approved implementation strategy includes a budget with information on estimated costs. Funding for the implementation strategies comes from a combination of RIF resources, Metro’s SHS administrative funds, county and other partner funds.

This report provides a brief overview of each implementation strategy along with an update on progress through September 2025. Links to the approved implementation strategies for each goal are available in Exhibit A.

## COORDINATED ENTRY

Coordinated entry is a centralized process used to assess, refer and connect people in a housing crisis to appropriate housing services. Each county's homeless services system uses a coordinated entry system, as required by the federal Department of Housing and Urban Development. The counties have all made significant improvements to their coordinated entry systems since SHS launched to streamline service navigation and improve equitable access to services. While all three systems have some commonalities, each county uses different assessment tools and processes.

Achieving greater consistency and alignment across counties' coordinated entry systems is a key step toward creating an integrated regional homeless services system with no wrong doors to entry. The TCPB's coordinated entry goal aims to ensure that people seeking services across the region have a similar experience and can access services in a streamlined and coordinated way no matter where they try to access assistance. It also supports the development of regional prioritization strategies to strengthen equitable access to services and reduce racial disparities in homelessness. To support this work, a regional coordinated entry workgroup comprised of Metro and county staff has been meeting regularly to facilitate ongoing planning and coordination.

### Implementation strategies

#### **Strategy 1: Regionalize visibility of participant data**

Through this strategy, the three counties will make the necessary changes to their data infrastructure to increase visibility of client records in instances where households seek services in multiple counties. This will improve the ability of service providers to collaborate, reduce duplication of effort and improve the quality of services that can be provided to households with ties to multiple communities across the region.

#### **Strategy 2: Align assessment questions**

Households seeking to move across county lines or access services in more than one county face the burden of extensive reassessment and potential re-traumatization. Through this strategy, the three counties will align assessment practices to streamline cross-county access to housing and services by reducing the need for reassessment in different counties. The counties and Metro will map out similarities in the counties' coordinated entry assessment questions and make adjustments to align assessments regionally.

#### **Strategy 3: Regionalize approaches to prioritization for racial equity**

This strategy will build on ongoing efforts by the counties to address racial disparities by implementing equity-focused prioritization strategies. The counties and Metro will identify vulnerability factors that disproportionately impact communities of color in the region and conduct a coordinated entry pilot to prioritize persons affected by these vulnerabilities for housing referral.

## Strategy 4: Regionalize an approach to case conferencing

Case conferencing is a critical tool in each county’s coordinated entry system. Coordinated entry case conferencing focuses on moving name-by-name through a list of people experiencing homelessness to connect them with the most appropriate and available resource. Aligning case conferencing practices across jurisdictions will create a more consistent experience for those seeking services and systematize expectations for providers. This strategy will facilitate sharing of information and best practices across counties and allow each county to capitalize on opportunities for alignment, with the goal of developing regional standards for case conferencing practices.

### Budget

	Estimated budget
Strategy 1: Regionalize visibility of participant data	\$200,000
Strategy 2: Align assessment questions	\$50,000
Strategy 3: Regionalize approaches to prioritization for racial equity	\$200,000
Strategy 4: Regionalize an approach to case conferencing	\$745,000
Total	\$1,195,000

### Progress to date

Consulting firm Homebase is supporting Metro and the coordinated entry workgroup on implementation of the four strategies. This section summarizes progress to date.

- **Strategy 1 – Regionalize visibility of participant data:** Metro and the workgroup confirmed current data visibility capabilities between the counties, drafted language to propose changes to the existing visibility policies, and began discussions with HMIS governance bodies to determine the steps needed to make changes. Changes are expected to be implemented between August 2026 and February 2027.
- **Strategy 2 – Align assessment questions:** Metro and the workgroup gathered data on existing county assessment questions and then mapped and analyzed the questions to reach agreement on areas of potential alignment across assessments. Regional sub-groups of subject matter experts are being contemplated for sets of assessment questions (i.e. domestic violence and veteran experience). Work is also underway to explore how people needing services may access coordinated entry systems across counties. Alignment of assessment questions is expected to be completed between August 2026 and February 2027.
- **Strategy 3 – Regionalize approaches to prioritization for racial equity:** Metro and the workgroup reviewed and analyzed racial equity analyses previously conducted by each county, identified common threads among the analyses, learned about existing prioritization strategies across the region, and developed a plan to create a regional prioritization approach that builds on these existing strategies. The current timeline to regionalize prioritization approaches is between December 2026 and June 2027.

- **Strategy 4 – Regionalize an approach to case conferencing:** County case conferencing staff observed case conferencing meetings in other counties and tracked questions and learnings from these observations. Homebase also conducted a national scan of case conferencing best practices. A sub-group of case conferencing specialists identified and aligned around a statement of shared purpose for case conferencing across the region. The current timeline to regionalize case conferencing approaches is between August 2026 and February 2027.

## REGIONAL LANDLORD RECRUITMENT

Private market housing makes up the majority of available rental housing. The SHS-funded regional long-term rent assistance program, or RLRA, leverages the private market by providing tenant-based rent subsidies for households exiting homelessness. Recruiting private market landlords as partners in RLRA and other rent assistance programs can be challenging because they may be hesitant to rent to tenants with significant housing barriers. Engaging private market landlords as partners requires extensive outreach and relationship building as well as education about available rental subsidies and incentive programs. Historically, local service providers and individual case managers have each established their own relationships with landlords. This approach creates inefficiencies and duplication of effort, reduces regional consistency and limits the opportunity to maximize access to units across the entire region.

The TCPB's regional landlord recruitment goal aims to create a coordinated regional approach for outreach, communication and partnership-building with private market and affordable housing landlords across all three counties. The rental housing market is regional in nature, and many landlords and property management firms operate housing in more than one county. This coordinated approach will promote greater clarity and consistency for landlords and potential tenants, create administrative efficiencies across counties, reduce duplication of effort across service providers and streamline costs. It will also provide opportunities to pilot new program models to address system-level challenges.

### Implementation strategies

#### **Strategy 1: Communication and education plan**

The counties and Metro will hire a consultant to develop a regional communications campaign to educate landlords about available rent assistance programs and incentives, highlighting the benefits of participation from landlords. The campaign will prioritize reaching landlords of diverse backgrounds, particularly those serving culturally specific communities. By centralizing communication with landlords, the campaign will allow case managers to focus on their primary work of supporting tenants.

#### **Strategy 2: Align financial incentives**

Offering financial incentives to landlords who participate in subsidy programs can reduce housing barriers and expand access to existing units in the rental housing market. Through this strategy, the counties and Metro will advance a regional approach to financial incentives, consider the development of a regional program to administer incentives, and identify duplicative administrative functions that can be consolidated to reduce administrative costs.

#### **Strategy 3: Tracking and access to unit inventory**

Case managers use a variety of approaches to track available rental units for housing program participants. This creates duplication of effort and makes it difficult for participants

to access comprehensive information about available units. This strategy will explore the feasibility of creating a centralized regional system for tracking available units and facilitating housing navigation. Multnomah County will pilot an initial approach and then a study will be conducted to assess the feasibility of expanding this approach regionally. The pilot will be conducted with Housing Connector, which has developed a nationally recognized model for building partnerships with landlords to track available units and providing real-time information in an accessible online platform.

**Strategy 4: Prioritize quality problem-solving services**

To recruit and retain landlords, systems must be in place that are responsive to concerns and problems that arise during tenancy. Metro and the counties will work to expand services available to landlords to resolve any issues with tenants and support communication with case managers. Clackamas County will pilot a hotline for landlords to call where trained staff will respond to questions and coordinate between landlords, case managers and other service providers to quickly address problems. Staff will also assist landlords in navigating available supports and services such as landlord incentives and the RLRA risk mitigation program. The pilot will be evaluated to inform the development of regional problem-solving models and systems.

**Strategy 5: Investigate needs for property management**

There are very limited property management options in the region. Most existing property management companies lack the skills to effectively serve tenants with significant barriers to housing, even those with consistent case management support. Challenges and limits to funding for rental housing development make it difficult to budget for effective property management. To more successfully stabilize high-needs participants in housing, consistent and effective property management is vital. For this strategy, a consultant will conduct an exploratory study and provide recommendations with the goal of ensuring consistent, mission-driven and effective property management for households exiting homelessness.

**Budget**

	Estimated budget
Strategy 1: Communication and education plan	\$150,000
Strategy 2: Align financial incentives	\$100,000
Strategy 3: Tracking and access to unit inventory	\$810,000
Strategy 4: Prioritize quality problem-solving services	\$500,000
Strategy 5: Investigate needs for property management	\$100,000
RLRA risk mitigation program	\$6,000,000
County landlord liaisons	\$400,000
Total	\$8,060,000

## Progress to date

- **Strategy 1 – Communication and education plan:** Metro created a page on its website with information on regional and statewide landlord incentive programs. Metro has contracted with Le Chevallier Strategies to design and conduct a communications campaign to educate landlords on the benefits and incentives for partnering with housing programs to provide units for people exiting homelessness. Given recent slow-down in availability of new RLRA vouchers, the campaign will focus on information needed to access incentives and risk mitigation funds for landlords who currently partner with homeless services systems. The campaign will particularly emphasize reaching culturally specific landlords. The campaign will be completed and an evaluation report will be provided by spring 2026.
- **Strategy 2 – Align financial incentives:** Consulting firm Focus Strategies conducted research and stakeholder engagement to create a landscape analysis of existing financial incentives and to assess opportunities to align incentives across the region. A memo summarizing this work and outlining recommendations was presented to the TCPB in September 2025.
- **Strategy 3 – Tracking and access to unit inventory:** Multnomah County launched a pilot in January 2025 in partnership with Housing Connector to build relationships with landlords, track available units and connect SHS program participants with appropriate housing options. The pilot will continue through June 2026, and the county will share initial outcomes and learnings along the way.
- **Strategy 4 – Prioritize quality problem-solving services:** Clackamas County is designing a pilot program to support landlords with problem-solving by providing additional resources and expediting access to existing resources. Planning sub-groups focused on staff recruitment, landlord relations and team training/support have been established. The pilot will launch by December 2025.
- **Strategy 5 – Investigate needs for property management:** Focus Strategies engaged stakeholders and experts to define mission-driven property management, identify barriers and opportunities to implementation, and recommend priorities for regional action. A memo summarizing the findings and outlining recommendations was presented to the TCPB in September 2025.

## HEALTHCARE SYSTEM ALIGNMENT

There is an inextricable, reciprocal link between housing status and health outcomes, but deep siloes between health and housing systems create barriers for people experiencing homelessness to access the services they need to support their housing stability. The TCPB's healthcare goal calls for greater alignment and long-term partnerships with healthcare systems that will meaningfully benefit people experiencing homelessness and the systems that serve them. This systems change effort aims to (a) assist providers in connecting people to the care they need, from basic primary care to treatment of chronic conditions and high acuity behavioral health needs, (b) eliminate barriers by establishing pathways and partnerships between health systems, and (c) improve the health and well-being of the populations served by SHS.

To support this work, Metro, Health Share of Oregon and the counties have built a robust infrastructure to coordinate ongoing regional planning and implementation. Metro provided seed funding for a new health and housing integration team at Health Share that is coordinating regional health-housing case conferencing, data sharing agreements and other cross-sector coordination. Metro has convened workgroups with health and housing partners exploring regional coordination of medical respite programs and other health-housing strategies. The counties have expanded their staffing capacity to participate in this work by using RIF resources to fund staff positions focused on health and housing integration.

### Implementation strategies<sup>2</sup>

The TCPB's implementation strategies are designed to enhance healthcare and housing alignment efforts already underway in the three counties by (a) providing regional coordination support and capacity building, and (b) addressing infrastructure needs identified by the counties, Health Share and Metro with input from service providers and other partners.

#### **Strategy 1: Develop a regional plan for medically enhanced housing and shelter models**

Medically enhanced housing and shelter models are a critical transitional step for people leaving hospitals or institutional healthcare settings that provide a safe, stable and supported environment for ongoing recovery. These models include medical respite and recuperative care as well as co-location of health services in permanent supportive housing, recovery housing, some types of transitional housing and other programs.

This strategy seeks to align with current state and local efforts to work toward a regional model of support for access to and sustainable funding for post-acute care options for people experiencing homelessness. It aims to build long-term partnerships between the homeless services and healthcare systems to ensure improved access to these critical

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<sup>2</sup> The original TCPB recommendation for this goal area focused on Medicaid 1115 waiver implementation. Given the ongoing work between the counties and Health Share related to this issue, as well as the narrow scope of the population eligible for the benefit, the counties and Health Share did not feel it necessary to include a waiver-specific strategy in the Regional Plan.

resources for people experiencing or at risk of homelessness throughout the region.

**Strategy 2: Establish a regional system for cross-system care coordination**

Cross-sector case conferencing is a critical aspect of care coordination, different from coordinated entry case conferencing. Cross-sector case conferencing brings together health and housing system partners to identify and discuss shared clients and coordinate care to meet their comprehensive needs. Current health and housing case conferencing efforts are focused within each county and are operating at a relatively small scale. Regional infrastructure and support will allow for these efforts to be scaled and made sustainable to increase efficiency and impact.

This strategy seeks to provide regional supports for cross-sector case conferencing and other care coordination efforts happening and in development throughout the region. It aims to strengthen the existing infrastructure to address gaps in data sharing, staffing, resource navigation and communication. This will facilitate the improvement, expansion and sustainability of care coordination between housing and healthcare systems to support people experiencing homelessness who have complex healthcare needs.

**Strategy 3: Build regional cross-system data sharing infrastructure**

Effective housing and healthcare integration requires the ability to share information about individual participants to facilitate cross-sector interventions. Current cross-system care coordination efforts are supported by data sharing agreements that have been developed between individual counties and specific health systems or providers.

This strategy seeks to build upon these existing data sharing activities to create a regional data sharing infrastructure that allows the region’s healthcare and housing partners to collaborate in new and unprecedented ways. A comprehensive data sharing infrastructure would enable healthcare and housing partners to quickly and easily identify shared clients, facilitate cross-sector interventions, and evaluate the health and housing outcomes of those interventions, all with the aim of improving housing and healthcare outcomes for people experiencing or at risk of homelessness.

**Budget**

The budget for this implementation strategy focuses on funding for an initial phase of work, which will include defining required investments and programming to fully implement each of the three strategies going forward.

	Estimated budget
Clackamas County health and housing integration staff	\$595,515
Multnomah County health and housing integration staff	\$459,390
Washington County health and housing integration staff/consultants	\$770,000
Health Share health and housing integration team	\$400,000
Total	\$2,224,905

## Progress to date

The initial phase of this work, which will be completed by the end of 2025, includes interim goals and benchmarks to complete key planning activities while also allowing flexibility for refinements and adjustments as needed. This will result in the development of more detailed plans for TCPB and other partners to consider and approve for action. Homebase is supporting Metro and partners in the implementation process for all three strategies.

- **Strategy 1– Develop a regional plan for medically enhanced housing and shelter:** Since May 2025, Metro has convened a workgroup that included the counties, Health Share and medical respite providers. The workgroup is exploring opportunities to strengthen and enhance medical respite and recuperative care capacity across the region. Separately, Metro is working in partnership with the Multnomah/Portland Homeless Response Action Plan (HRAP) team to discuss discharge challenges with hospitals and health plan partners with an aim to align with a revised HRAP outcome around hospital discharges of patients experiencing homelessness. A first cross-sector convening is planned for early October with the goal of reaching consensus on initial strategies that, if funded, would launch in 2026.
- **Strategy 2 – Establish a regional system for cross-system care coordination:** With seed funding from Metro, Health Share hired a three-person health and housing integration team to manage a Regional Integration Continuum (RIC). This team has already made huge strides in establishing a regional infrastructure – including health-housing case conferencing, dedicated navigation pathways and data sharing agreements – for ongoing collaboration and coordination of care between housing and healthcare systems. A steering group for this work that includes Health Share, Metro, the counties and other partners launched in March 2025. A progress report and proposed next steps for the pilot will be completed by end of December 2025.
- **Strategy 3 – Build regional cross-system data sharing infrastructure:** The approach for this strategy has shifted since the implementation strategy was approved. The regional data integration workgroup is meeting quarterly as a regional table for information sharing and learning. The Health Share RIC team is actively engaged in individual discussions with each county around data sharing agreements between each county and Health Share. This county-by-county approach is a necessary foundational step toward the longer term goal of a regional data integration infrastructure.

## TECHNICAL ASSISTANCE

Since the launch of SHS funding, each of the counties has provided capacity building support and technical assistance, or TA, to service providers to strengthen SHS implementation. The TCPB's technical assistance goal area aims to provide added value to this existing work by developing a menu of TA options that are available across the region to ensure organizations have the tools they need to operate at a high level of organizational functionality, support consistent practices for service delivery across the regional system of care, and support organizational capacity building. The goal directs Metro and the counties to prioritize the needs of culturally specific providers through all program design.

To advance this work, Metro formed a regional capacity team to coordinate and deliver regionally consistent TA to SHS-funded nonprofits. As a first step, Metro worked with the counties to implement a regional request for qualifications for technical assistance providers that all four jurisdictions can now draw from. The regional capacity team also will lead a collaborative planning process with the counties to identify priorities and implementation strategies for regional TA projects.

### Implementation strategies

#### **Strategy 1: Permanent supportive housing technical assistance demonstration project**

The TCPB's first regional TA project focuses on supporting successful implementation of permanent supportive housing, or PSH, which is key to ensuring the success of the SHS fund. While national best practices for PSH have been developed, there are currently no regional standards to define how PSH should be implemented from agency to agency. This project aims to understand the established and emerging best practices providers — especially culturally specific providers — are already implementing in PSH service delivery and how TA can help to support providers to deliver consistent and quality PSH services across the region.

The PSH TA demonstration project pairs four PSH service providers with TA consultants to:

- Identify local best and/or emerging practices in delivering PSH, especially in supporting clients of color
- Benchmark their current services to national best practices
- Inform Metro's ongoing regional policy work around PSH implementation to ensure a consistent standard for delivery of PSH across the region
- Help Metro develop a framework for providing TA and identify opportunities for future regional TA implementation
- Inform Metro and the counties on the roles and responsibilities each jurisdiction can play in delivering TA

This project provides an opportunity to elevate the expertise of culturally specific providers to understand the unique needs of the populations they serve and how those learnings can

be replicated and provided to agencies serving communities of color across the region. Insights from the project will inform future regional TA efforts.

**Strategy 2: County technical assistance**

As Metro and the counties work together to develop a comprehensive strategy for regionalizing technical assistance, the counties continue to deliver TA to meet providers’ current needs. The TCPB’s technical assistance plan includes regional funding for proven county-level TA programs that help providers to strengthen and scale their work. Clackamas County’s program provides SHS-contracted providers with access to four consultants that offer tailored technical assistance to improve overall system efficiency. Multnomah County’s program provides capacity building TA for culturally specific providers and TA that builds racial equity competencies for all providers. Washington County’s program offers two-phased grants that allow SHS-contracted providers to receive an organizational assessment from a consultant of their choice along with follow-up TA.

**Budget**

	Estimated budget
Strategy 1 – PSH TA demonstration project	\$416,478
Strategy 2 – County technical assistance	\$3,996,752
<b>Total</b>	<b>\$4,413,230</b>

**Progress to date**

- Strategy 1 – PSH TA demonstration project:** Metro has completed two application processes to select the PSH providers and TA consultants to participate in the demonstration project. Four PSH providers, including three culturally specific organizations, were selected out of a pool of 18 applicants. The selected organizations represent PSH programs from across the three counties. Two consulting firms were selected to provide technical assistance to the providers. A third consulting firm was selected to facilitate a community of practice cohort to help identify shared learning, common themes and culturally specific best practices for PSH. The providers began working with the TA consultants in late June 2025. Final project deliverables, which are expected by early 2026, will include an organizational assessment for each provider, tailored TA support for each provider, a consultant report measuring the success of the TA implementation, and an analysis by Metro of opportunities to expand TA support and integrate learnings into PSH policy recommendations.
- Strategy 2 – County technical assistance:** The county technical assistance strategy provides funding to support continued implementation of proven TA strategies that are already underway. Clackamas County’s funding will enable at least five additional providers to receive tailored support from TA consultants. Multnomah County’s funding will support the engagement of 25 culturally specific providers and increased culturally specific system capacity. Washington County’s funding will enable 14 providers that have already completed phase one assessments to receive phase two TA support.

## TRAINING

Frontline housing and homeless service workers are the foundation of our region's response to homelessness. Access to high-quality, readily available training is essential to support effective service delivery and to ensure provider organizations can sustain and expand their organizational capacity. The TCPB's training goal aims to ensure service providers have access to the knowledge and skills required to operate at a high level of program functionality, with the needs of culturally specific providers prioritized through all program design.

Collaborating closely with county partners, Metro's regional capacity team conducted a research project that included: (a) surveying staff from Metro and county partners to identify the trainings and skills they believe are needed for service workers early in their careers, (b) getting provider feedback on those training areas, (c) analyzing the current training and educational landscape, and (d) identifying potential avenues for scaling up existing trainings or developing new training opportunities.

The implementation strategies that emerged from this research process aim to provide frontline staff early in their careers with access to the training and tools necessary to perform work at a high caliber in ways that are trauma-informed and center racial equity. The strategies are rooted in a commitment to build upon and add value to the existing trainings offered by counties and providers. They are also designed to provide a baseline for SHS services across the region, creating regional training tools and opportunities in support of county standards of service delivery that achieve regional goals.

### Implementation strategies

The TCPB's training plan focuses on two initial strategies identified as the most viable opportunities for building out a regional training system. It also includes additional concepts for future strategies that will require further research, scoping and development.

#### **Strategy 1: Partner with a community college to develop a training program**

This strategy involves partnering with Portland Community College to develop and pilot a series of introductory "micro-credential" training courses for new frontline service workers. The courses will focus on the fundamentals of housing case management and basics of housing system navigation, based on a curriculum framework developed by Metro, the counties and the region's providers. Deliverables will include a tailored 40-hour introductory micro-credential course, specifically designed to meet the unique needs of the region's providers. Provider feedback from the pilot will be used to develop a plan for refining, scaling and sustaining the training.

#### **Strategy 2: Identify and scale up existing trainings**

This strategy will support expanded regional access to existing local and national trainings to meet providers' needs. Metro coordinated a pilot project that offered free access to on-demand virtual trainings available through the National Alliance to End Homelessness and

the Corporation for Supportive Housing. The pilot provides insights into the usefulness of the on-demand programs in providing adequate training to the region’s frontline workers and is informing potential options for scaling.

Counties will also build upon their existing training programs to contribute to the development of a regional training system. Clackamas County will standardize and strengthen its training practices and contribute to regionalized training strategies. Multnomah County will coordinate regional access to equity-based and domestic violence trainings. Washington County will refine its on-demand training tool and assess regional scalability of the tool.

**Potential future implementation strategies**

Additional program offerings are under consideration for future implementation, including:

- Partnering with local workforce boards to assist with ongoing recruitment, internships and job placement for the community college program
- Scaling existing regional trainings by increasing provider awareness of training opportunities and expanding access points and cross-jurisdictional collaboration
- Adding housing-specific curriculum to existing behavioral and community health certification training programs
- Intentional collaboration with the development and implementation of the Employee Recruitment and Retention goal

**Budget**

	Estimated budget
Strategy 1: Community college training program	\$85,000
Strategy 2: Identify and scale up existing trainings	\$702,203
<b>Total</b>	<b>\$787,203</b>

**Progress to date**

- **Strategy 1 – Community college training program:** Metro is working with Portland Community College to develop two 20-hour introductory courses on the fundamentals of housing case management and the basics of housing system navigation, with the goal of launching an initial cohort by June 2026. A major component of launching the program will be community engagement with service providers, which Metro is currently scoping in collaboration with the counties. Metro is also exploring the potential to develop and scale additional courses, such as a leadership academy to help frontline workers get the training they need to become managers and supervisors.
- **Strategy 2 – Identify and scale up existing trainings:** The pilot project to assess the effectiveness, value and regional scalability of national on-demand trainings ran from January through May 2025. Staff at 15 agencies took seven training courses and shared their feedback to inform future implementation for Metro and the counties. The results

of the pilot project demonstrated that the on-demand trainings from National Alliance to End Homelessness were found to be useful by providers. Metro is developing a second round of the pilot project to launch in fall 2025 that will make those trainings more readily available to providers. Counties will continue to deliver trainings for contracted providers while working with Metro to co-develop regional training tools, templates and strategies.

- **Potential future implementation strategies:** Metro is in the process of working with partners to further scope out these options.

## EMPLOYEE RECRUITMENT AND RETENTION

SHS implementation relies on the specialized skills of frontline workers, but providers have struggled to hire and retain staff due to low wages and the trauma and burnout inherent in the work. Despite the best efforts of counties and community-based organizations to support the homeless services workforce, persistently low wages put many workers at risk of housing instability and contribute to high rates of staff turnover. This issue has significant equity implications since these workers are disproportionately people of color, women, people with disabilities and people who have experienced homelessness.

Since 2023, counties and SHS providers have made significant efforts to boost wages and improve contracting practices to support providers' ability to hire, pay and retain workers, but there has not been a consistent regional strategy. Providers in the region continue to raise concerns that their SHS contracts do not reflect the true cost of services, which contributes to the ongoing challenge of SHS employee recruitment and retention (ERR).

Between 2023-2025, Metro convened a tri-county workgroup of staff from Metro and the counties, and reached out to a cross-sector set of stakeholders within and outside of Metro to explore the best approaches for establishing regional standards to achieve livable compensation rates for direct service staff. This work was supported by consulting firm Homebase which conducted a national and local research scan to assess barriers and potential approaches. In follow up to Homebase's initial recommendations, Metro solicited additional feedback from counties, providers and cross-sector stakeholders and worked to align the TCPB's strategies with local and state initiatives with similar goals.

### Implementation strategies

#### **Strategy 1: Develop improved contracting policies and procedures**

This strategy focuses on making phased headway on system improvements to promote progress toward more equitable and timely reimbursement of SHS services. These improvements include (a) standardizing administrative rates for SHS contracts, (b) providing advance payments for providers who meet established criteria and ensuring timely invoice payments to address provider cashflow and organizational health concerns, (c) increasing transparency in contracting terms, (d) creating simplified reimbursement documentation and streamlined reporting, and (e) expanding access to training and technical assistance resources or incentives to support providers to enhance compensation for frontline staff. Additionally, this strategy includes a system improvement focused on reflecting SHS employee recruitment and retention – and the potential program outcome implications that could be associated with enhanced compensation standards – in the SHS evaluation framework Metro is currently developing in coordination with Portland State University's Homelessness Research and Action Collaborative.

## Strategy 2: Establish regional structure and roadmap to achieve livable compensation rates

Given the current structure of the SHS intergovernmental agreements, there are limitations to Metro’s current authority to establish compensation standards for SHS-funded positions. In addition, a complex web of stakeholders and considerations must be factored into the design and implementation of such standards. Declining state and local revenues and uncertainty associated with recent actions at the federal level have further complicated the landscape. Given this context, the primary focus of this strategy is a recommendation from the TCPB for the Metro Council to convene a cross-sector, regional homeless services workforce stabilization advisory body by early 2026 (Strategy 2A). This body would evaluate factors that present barriers to employee recruitment and retention and make recommendations to regional leaders to enhance compensation and career pathways for SHS workers in the short and long term. If the Metro Council decides not to move forward with the recommendation to appoint an advisory body, the TCPB has requested an opportunity to be briefed on what alternative strategies the Council will pursue to address the challenges currently facing the region’s homeless services workforce.

This strategy also includes implementation of a regional SHS staff wage and demographics survey to enhance regional data collection and regular tracking of wage and benefit conditions to monitor progress toward the employee recruitment and retention goal (Strategy 2B).

### Budget

	Estimated budget
Strategy 1: Develop improved contracting policies and procedures	\$716,000
Strategy 2: Establish regional structure and roadmap to achieve livable compensation rates <b>OPTION A</b>	\$159,133
Strategy 2: Establish regional structure and roadmap to achieve livable compensation rates <b>OPTION B</b>	\$0
Total <b>OPTION A</b>	\$875,133
Total <b>OPTION B</b>	\$716,000

### Progress to date

- **Strategy 1 – Develop improved contracting policies and procedures:** Metro and the counties have developed a matrix outlining the current state of each county’s SHS contracting processes and opportunities for improvements. They are currently working with Metro to re-launch the Metro-county workgroup focused on these priorities to include provider representation. This workgroup will use a phased approach to guide implementation of this strategy as outlined in the approved implementation plan.

- **Strategy 2 – Establish regional structure and roadmap to achieve livable compensation rates:**
  - Strategy 2A: If the Metro Council acts to seat a workforce stabilization advisory body by early 2026 as recommended by the TCPB, the ERR Strategy 1 workgroup will convene separately but concurrently, with a distinct focus on the contracting process reforms outlined above. If the Metro Council decides not to seat a workforce stabilization advisory body, further discussions among Metro, counties and other partners will be necessary to determine if and how the Strategy 1 workgroup’s scope can be adjusted to address the need for a regional structure and roadmap to achieve livable compensation rates as articulated in Strategy 2A.
  - Strategy 2B **OPTION A**: Beginning in 2025, Metro engaged Focus Strategies to lead the transition from a county-specific SHS staff wage and demographics survey to a unified regional questionnaire to track progress toward the goal of enhanced SHS compensation. Results from the first regional survey process, conducted in summer 2025, will be available in late 2025, and aggregate level data will be shared publicly through the SHS annual report. Further discussion among the Metro Council and/or SHS governance body is needed to determine how Metro will review and utilize regular SHS wage and demographic data collected at the regional level in alignment with Strategy 2B moving forward. The TCPB has recommended shifting the survey to take place every other year from now on, with the next survey scheduled for summer 2027.
  - Strategy 2B **OPTION B**: Beginning in 2025, Metro engaged Focus Strategies to lead the transition from a county-specific SHS staff wage and demographics survey to a unified regional questionnaire to track progress toward the goal of enhanced SHS compensation. Results from the first regional survey process, conducted in summer 2025, will be available in late 2025, and aggregate level data will be shared publicly through the SHS annual report. Due to the TCPB’s decision not to approve the use of RIF resources to fund continued regional implementation of the SHS wage and demographic data survey, further discussion among the Metro Council and/or SHS governance body is needed to determine if the process of regionalizing SHS wage and demographic data collection should be continued or if counties should revert to collecting this data and reporting on it in annual SHS reports individually.

## NEXT STEPS

The completion of the TCPB's Regional Plan is the first step in a multi-year body of work that will strengthen the region's homelessness response system by improving regional coordination and alignment, strengthening regional capacity and catalyzing systems change. The successful implementation of the Regional Plan will help to ensure that people experiencing and at risk of homelessness across the region are able to access the services they need to achieve housing stability.

Implementation of the Regional Plan is designed as a multi-step, iterative process to ensure the region invests in strategies that will most effectively achieve the benefits of regionalism. This approach reflects the complexity of regional systems change work and the importance of building a culture of learning and continuous improvement to produce successful outcomes. The first phase of implementation will result in pilot project evaluations and collaborative assessments that will inform the next steps. Systems are in place to ensure detailed progress reports and evaluation findings will be produced to support monitoring and oversight and to guide decision making for operationalizing this work beyond the first phase.

### Monitoring and oversight

To support monitoring and oversight of this work over time, Metro and the counties have committed to submit quarterly reports for each goal area based on a shared regional template. The reports will provide updates on progress in achieving the deliverables for each implementation strategy, track outcomes and metrics, and document lessons and insights. Financial reports for each goal will be submitted on an annual basis.

Quarterly reports for work completed through June 30, 2025 were submitted for the coordinated entry, healthcare system alignment and regional landlord recruitment goals and the technical assistance demonstration project. Quarterly reports for all the goals were submitted in December 2025 covering work completed through September. Links to the quarterly reports are available in Exhibit A.

Monthly written updates and quarterly presentations on the TCPB's work will also continue to be shared with the SHS oversight committee in alignment with the SHS governance structure.

### Implementation funding

Implementation of the Regional Plan will require a continued commitment of SHS funding. The budgets summarized in this report reflect initial funding investments of RIF and Metro administrative resources to support the first phase of implementation. These investments were approved by the TCPB and SHS oversight committee in FY24-25 and FY25-26 and generally cover the first one to two years of implementation. Achievement of the TCPB's goals will require additional investments in future fiscal years in coordination with committee approvals as well as counties' annual work plan and budget approval processes.

## EXHIBIT A: APPROVED IMPLEMENTATION STRATEGIES AND QUARTERLY REPORTS

### Approved implementation strategies

The approved implementation strategies for each of the TCPB goal areas are available on Metro's [TCPB webpage](#).

- Coordinated Entry
- Landlord Recruitment
- Healthcare System Alignment
- Technical Assistance
- Training
- Employee Recruitment and Retention

### Quarterly reports

Progress reports for the implementation strategies are posted on Metro's [TCPB webpage](#) on a quarterly basis.

## EXHIBIT B: SHS REGIONAL COORDINATION

Recognizing the value of regionalism in SHS implementation, Metro and the counties have worked together since SHS launched to promote regional coordination. Examples of regional coordination efforts in addition to the TCPB's implementation strategies include:

- **Regional long-term rent assistance:** The counties and Metro worked together to develop regional policies and guidelines for the SHS-funded regional long-term rent assistance program. A regional workgroup has been meeting monthly since 2021 to problem solve, share learning, and update policies and procedures as needed. A tri-county data team also meets regularly to develop coordinated data collection and reporting tools and methodologies for the program.
- **Regional data systems and standards:** Metro and the counties have worked to align regional data collection and reporting for SHS, including the identification of key data metrics and the development of shared reporting templates, methodologies and definitions. A regional data sharing agreement that launched in 2025 will support regional analysis and evaluation. The counties' data teams have also coordinated to regionalize Homeless Management Information System policies and procedures.
- **Regional point-in-time count:** The three counties launched the region's first coordinated point-in-time count of homelessness in 2023 and continued that collaboration for the count completed in 2025. This tri-county coordinated effort includes creating a shared methodology and analysis, a centralized command structure, and unified logistics around the recruitment and deployment of volunteers. The coordinated count creates administrative efficiencies and supports analysis of regional trends in unsheltered and sheltered homelessness.
- **Regional service provider network:** The three counties have collaborated on the development of a tri-county SHS supplier pool to expand the regional service provider network. The counties developed a centralized procurement process for SHS-funded contractors with regional program standards and evaluation criteria. The development of a single, coordinated process for providers to qualify to deliver SHS-funded services reduces barriers to government contracting while supporting consistency in program implementation.
- **Best practices and shared learning:** The three counties engage in regular leadership conversations and workgroups to share lessons learned and promote common approaches. For example, tri-county regional equity meetings provide a venue for sharing best practices and insights and aligning SHS equity strategies across the region. Counties also support one another by sharing innovative strategies and best practices, and by learning from one another's pilot programs.

## **EXHIBIT C: ACKNOWLEDGEMENTS**

The TCPB has provided a unique forum where frontline service providers, people with lived experience of homelessness, jurisdictional leaders and representatives from other sectors work collaboratively to identify the barriers faced by people experiencing homelessness and develop regional strategies and solutions. The Regional Plan builds upon the insights, expertise and contributions of every TCPB member who has participated in this work since the TCPB's inception:

### **Committee members**

#### Current

Eboni Brown  
Zoila Coppiano  
Yvette Hernandez  
Yoni Kahn  
Monta Knudson  
Nicole Larson  
Sahaan McKelvey  
Cameran Murphy  
Cristina Palacios  
Steve Rudman  
Mindy Stadtlander

#### Former

Matt Chapman  
Mercedes Elizalde  
Michael Liu  
James Schroeder

### **Elected officials**

#### Current

Chair Kathryn Harrington, Washington County  
Councilor Christine Lewis, Metro  
Chair Craig Roberts, Clackamas County  
Chair Jessica Vega Pederson, Multnomah County

#### Former

Commissioner Susheela Jayapal, Multnomah County  
Chair Tootie Smith, Clackamas County

# EXHIBIT D: TCPB REGIONAL PLAN IN SHS GUIDING DOCUMENTS

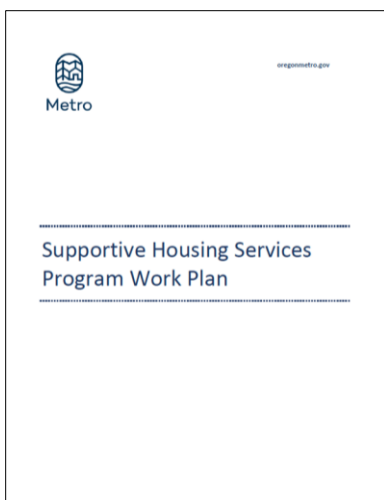
**ADDENDUM A**  
**BALLOT MEASURE 20-210**

<b>Ballot Title:</b>	Supports homeless services through higher earned tax, business profits tax.
<b>Question:</b>	Should Metro support homeless services, tax income over \$100,000 (\$125,000 for single), profits on businesses with income over \$5 million?
<b>Summary:</b>	Metro funds supportive housing services to prevent and reduce homelessness in Washington, Clackamas, and Multnomah counties within distinct boundaries. Provides services to address needs of people experiencing, or at risk of, long-term or frequent episodes of homelessness. Services funded by a marginal income tax of 2% on households with income over \$100,000 (over \$125,000 for single filers) and a business profits tax of 2%. Income tax applies to resident income, and to non-resident income earned from sources within district. Exempts businesses with gross receipts of \$5 million per year or less.  Declines funding for homeless services a matter of metropolitan concern, directs regional funding to local service agencies, requires community engagement to develop localized implementation plans, allocates funds to counties by estimated revenue collected within each county. Establishes community oversight committee to evaluate and approve local plans, monitor program outcomes and uses of funds. Requires creation of tri-county homeless services coordination plan.  Requires performance reviews and independent financial audits. Metro administrative and oversight costs limited to 3%. Requires voter approval to continue tax after 2025.
<b>Explanatory Statement:</b>	The greater Portland region is facing a severe housing affordability and homelessness crisis. Rent and housing prices have risen faster than wages, making it especially hard for people living on fixed retirement or disability incomes to afford housing. While it is difficult to accurately estimate the number of people experiencing homelessness, or at risk of becoming homeless, according to a February 2020 report by EsortNorthwest, an estimated 18,300 people (24,500 households) experienced homelessness in 2017 in Washington, Clackamas and Multnomah counties; thousands more were at risk.  Homelessness disproportionately impacts people with disabilities, people of color, and seniors. For people who experience homelessness, disabling conditions such as mental illness, chronic medical conditions, and addiction are made worse, and become barriers to housing placement.  Providing supportive housing services is a widely demonstrated approach to effectively end homelessness for individuals who have experienced

## Supportive Housing Services Ballot Measure

“Metro will annually allocate a portion of resources from its administrative costs to provide the staffing and logistical support to convene and maintain a tri-county homeless services planning body. This body will develop and implement a tri-county initiative that will be responsible for identifying regional goals, strategies, and outcome metrics related to addressing homelessness in the region.”

“Each county must annually contribute no less than five percent of each of the counties’ share of the Supportive Housing Services Revenue to a regional strategy implementation fund.”



## Supportive Housing Services Program Work Plan

“Metro will convene a tri-county advisory body to strengthen regional coordination in addressing homelessness in the region. The advisory body will identify regional goals, strategies and outcome metrics and provide guidance and recommendations to inform Supportive Housing Services Program implementation.”

“The tri-county advisory body will lead a planning process to develop recommendations for regional coordination . . .”

Exhibit A to Resolution No. 20-5238  
**SUPPORTIVE HOUSING SERVICES**  
**INTERGOVERNMENTAL AGREEMENT**

This Intergovernmental Agreement (“Agreement”) is made by and among Multnomah County, a political subdivision of the state of Oregon (“County”), and Metro Regional Government, a municipal corporation of the state of Oregon (“Metro”), and collectively as “Parties”. Capitalized terms used in the Agreement are defined in Section 3.

**RECITALS**

- On February 25, 2020, the Metro Council adopted Ordinance No. 20-1442, which imposed business and personal income taxes to fund a supportive housing services program based on its finding that areas within Metro’s jurisdictional boundary generally, the unincorporated areas of Multnomah, Washington, and Clackamas counties) face a severe housing affordability and homelessness crisis that endangers the health and safety of thousands of Metro’s unincorporated neighbors;
- Also at the Metro Council meeting on February 25, 2020, the Metro Council adopted Resolution 20-508A, which referred the business and personal income taxes in Ordinance No. 20-1442 to voters within the Metro jurisdictional boundary for approval. The Multnomah County Elections Division designated Ordinance No. 20-1442 as Ballot Measure 20-210, and it was placed on the May 19, 2020, primary election ballot;
- On May 19, 2020, the Metro area voters approved the Measure, thereby approving the business and personal income taxes in Ordinance No. 20-1442;
- The ballot title to the Measure “direct[s] regional funding to local service agencies, require[s] community engagement to develop localized implementation plans, and . . . [allocat]e[s] funds to counties by estimated revenue collected [from the income Taxes] within each county . . .”;
- On December 17, 2020, Metro codified the income Taxes in new Metro Code Chapters 7.05, 7.06, and 7.07, the programmatic elements of the Measure in Metro Code Chapter 11.01, and the Regional Oversight Committee elements in the new Metro Code Section 3.12.200; provided, however, that nothing herein will be construed as an admission that the Counties are subject to Metro Code;
- The Measure at Section 6 provides that each County in the Region will work with Service Providers and community partners to develop and implement programs that respond to the unique needs in their communities, as outlined in their Local Implementation Plans, and that Counties will invest 20% Revenue to achieve program goals and demonstrate outcomes (also as defined by its Local Implementation Plan), and to achieve goals and metrics for the Region once they are established by the TCPB;
- On April 29, 2021, the Metro Council approved Partner’s Local Implementation Plan, which was enacted in accordance with the requirements of the Measure;

## Intergovernmental Agreements between Metro and counties

“Metro will convene the TCPB to strengthen coordination among the Counties and Metro in addressing homelessness in the Region. The TCPB will identify Regional goals, strategies, and outcome metrics that support Regional SHS coordination and alignment. The TCPB will approve and incorporate strategies developed and investments made by each County that reasonably accomplish the Regional goals, strategies, and outcome metrics identified by the TCPB for the Tri-County Plan, and that the Tri-County Plan’s purpose will be to support the successful implementation of each County’s locally developed Plan.”

If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we’ve already crossed paths.

So, hello. We’re Metro – nice to meet you.

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

Stay in touch with news, stories and things to do.  
[oregonmetro.gov/news](http://oregonmetro.gov/news)

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Metro Council President  
Lynn Peterson

**Metro Councilors**

- Ashton Simpson, District 1
- Christine Lewis, District 2
- Gerritt Rosenthal, District 3
- Juan Carlos González, District 4
- Mary Nolan, District 5
- Duncan Hwang, District 6

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