

Council meeting agenda

Tuesday, October 14, 2025 **10:30 AM** **Metro Regional Center, Council chamber;**
<https://zoom.us/j/615079992> (Webinar ID:
615079992) or 253-205-0468 (toll free),
www.youtube.com/watch?v=w1r14jNB30g

This meeting will be held electronically and in person at the Metro Regional Center Council Chamber.

You can join the meeting on your computer or other device by using this link:

<https://zoom.us/j/615079992> (Webinar ID: 615 079 992). Stream on YouTube:

<https://www.youtube.com/watch?v=w1r14jNB30g>

1. Call to Order and Roll Call

2. Public Communication

3. Presentations

- 3.1 Accountability Hotline Case 495: Prioritize Ethical Requirements to Set the Reuse Program Up for Success [25-6347](#)

Presenter(s): Brian Evans (he/him), Metro Auditor

Attachments: [Accountability Hotline Case 495 Audit](#)
[Accountability Hotline Case 495 Audit Highlights](#)

4. Resolutions

- 4.1 Resolution No. 25-5539 For the Purpose of Providing Up to \$10,000,000 to Washington County to Support Investment in Programs to Address Unsheltered Homelessness [RES 25-5539](#)

Presenter(s): Jes Larson (she/her), Assistant Director, Washington County
Department of Housing Services
Liam Frost (he/him), Interim Housing Director, Metro

Attachments: [Resolution No. 25-5539](#)
[Staff Report](#)
[Attachment 1 - Washington County Board Recommendation](#)
[Attachment 2 - Washington County Capital Projects Report](#)

5. Other Business

- 5.1 Supportive Housing Services Reform Update: Current State [25-6330](#)

Presenter(s): Liam Frost (he/him), Interim Housing Director
Yesenia Delgado (she/her), Supportive Housing Services
Division Manager

Attachments: [Staff Report](#)

6. **Chief Operating Officer Communication**
7. **Councilor Communication**
8. **Adjourn**

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ១ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានការប្រកាសស្តីពីការមិនរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឱ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក។

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Metro

600 NE Grand Ave.
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Agenda #: 3.1

File #: 25-6347

Agenda Date: 10/14/2025

Accountability Hotline Case 495: Prioritize Ethical Requirements to Set the Reuse Program Up for Success

Brian Evans (he/him), Metro Auditor



Accountability Hotline Case 495:

Prioritize ethical requirements to set the reuse program up for success

October 2025

A Report by the Office of the Auditor

Brian Evans
Metro Auditor

Metro Accountability Hotline

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To make a report, choose either of the following methods:

Dial 888-299-5460 (toll free in the U.S. and Canada)

File an online report at www.metroaccountability.org



Brian Evans
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MEMORANDUM

October 1, 2025

To: Lynn Peterson, Council President
Ashton Simpson, Councilor, District 1
Christine Lewis, Councilor, District 2
Gerritt Rosenthal, Councilor, District 3
Juan Carlos Gonzalez, Councilor, District 4
Mary Nolan, Councilor, District 5
Duncan Hwang, Councilor, District 6

From: Brian Evans, Metro Auditor

BE

Re: Accountability Hotline Case 495 Audit

An anonymous report to the Accountability Hotline in May 2025 alleged that a Household Hazardous Waste employee at Metro's Central Transfer Station took a laptop and other electronic waste that was dropped off by customers. The employee stated that they thought they were allowed to take materials as part of the Reuse Standard Operating Procedure (SOP).

The Human Resource investigation of the incident concluded that no policy violations occurred despite the Office of the Metro Attorney sharing concerns about non-compliance with the SOP and ethics requirements. The investigation showed a willingness to prioritize past practices over existing policies and Metro Code requirements.

This audit was initiated to determine if the SOP was aligned with ethical requirements and whether electronic waste management procedures were followed. The audit found that employee reuse violated ethical requirements that prohibit public officials from using their position for financial gain or to avoid financial costs. In addition to not being aligned with ethical requirements, the SOP was not followed.

I have discussed the report with the Chief Operating Officer, Deputy Chief Operating Officer, Human Resources Director, and Waste Prevention and Environmental Services Deputy Director. I would like to thank them and all the other employees for their assistance and cooperation during the audit.

Summary

An anonymous report to the Accountability Hotline in May 2025 raised concerns about how Metro followed handling protocols for electronic waste, especially items that may contain personal information. The report alleged that a Household Hazardous Waste (HHW) employee at Metro's Central Transfer Station took a laptop and other electronic waste that was dropped off by customers.

Human Resources investigated the allegations in June 2025. The investigation confirmed the series of events described in the report. The employee stated that they thought they were allowed to take materials as part of the Reuse Standard Operating Procedure (SOP). The Office of Metro Attorney concluded that the incident did not appear to follow the SOP and probably did not meet ethical requirements. Despite this, the investigation report concluded that no policy violations occurred.

The investigation showed a willingness to prioritize past practices over existing policies and Metro Code requirements. When management does not take prompt action it increases risks for Metro and its employees. It also risks damaging public trust in Metro's solid waste services.

This audit was initiated to determine if the SOP was aligned with ethical requirements and whether electronic waste management procedures were followed. The audit found that employee reuse violated Metro Code and the Employee Ethics policy. The SOP also increased the chance that a Metro employee could violate Oregon law. All three prohibit public officials from using their position for financial gain or to avoid financial costs.

In addition to not being aligned with ethical requirements, the SOP was not followed. The laptop and other electronic waste were not approved materials for reuse. In some cases, employees did not get approval for the items they took, and employee liability waivers were more than a year old. These discrepancies showed that several layers of management in Waste Prevention and Environmental Services did not provide effective oversight.

Besides ethical and compliance risks, stronger oversight of the reuse program was needed to ensure Metro's services were transparent to the public. For example, Metro's services for electronic waste state that it will be recycled, not reused. As such, customers should rightly be concerned if material they drop off is not recycled. Similarly, if hazardous materials are reused, a customer may feel misled if it is given to someone who may not dispose of it properly.

The audit included six recommendations. Four were designed to strengthen controls for the reuse program. Three focused on improving compliance with ethical requirements.

Background

In late May 2025, an anonymous report was made to the Accountability Hotline. The report alleged that a Household Hazardous Waste (HHW) employee at Metro's Central Transfer Station took a laptop and other electronic waste that was dropped off by customers. The laptop was later reported stolen after it was tracked to a residence.

The person who made the hotline report raised concerns about how Metro followed handling protocols for electronic waste, especially items that may contain personal information. The report said the situation undermined public confidence in Metro's stewardship of sensitive waste materials.

Metro provides free electronic waste recycling at its Central and South Transfer Stations. Electronic waste was supposed to be managed by Metro's contractor at each station. The contractor collects that material and delivers it to a recycling facility in Clackamas. Each transfer station also has an HHW facility. The Metro employees who work there sometimes accept electronic waste as a courtesy for customers. Managers said that any electronic waste collected at the HHW facility was supposed to be given to the transfer station operator.

Human Resources investigated the hotline report in June 2025. The investigation confirmed the series of events described in the report. The employee admitted taking the laptop and other electronic waste. A police report confirmed that the laptop was reported stolen and was recovered at the employee's residence. The employee stated that they thought they were allowed to take materials as part of the Reuse Standard Operating Procedure (SOP). The employee's manager stated that the employee followed the SOP. Human Resources concluded that no policy violations occurred.

This audit was initiated to determine if the SOP was aligned with ethical requirements and whether electronic waste management procedures were followed. State law, Metro Code, and Metro's Employee Ethics policy prohibit public employees from using their position for financial benefit or to avoid financial costs. The Office of Metro Attorney raised ethical concerns with leadership in Waste Prevention and Environmental Services and Human Resources on or before July 2, 2025. These concerns were not mentioned when Human Resources concluded its investigation on July 7, 2025.

Results

Employee reuse of household hazardous waste violated Metro Code and the Employee Ethics policy. It also increased the chance that employees could be found liable for violating Oregon law. In addition to not being aligned with ethical requirements, the Reuse Standard Operating Procedure (SOP) was not followed.

Besides ethical and compliance risks, stronger oversight of the reuse program was needed to ensure Metro's services were transparent to the public. Although several layers of management in Waste Prevention and Environmental Services (WPES) and Human Resources (HR) were aware of ethical concerns related to employee reuse practices, they were not paused until after the entrance meeting for this audit.

Effective management sets up employees and the organization for success. It requires consistent processes and procedures to prevent, detect, and correct inappropriate practices. As Metro seeks to refocus waste management toward greater reuse, effective implementation of environmental, financial, and legal standards will be critical to build public trust.

Employee reuse violated Metro's Ethics Code and Employee Ethics policy

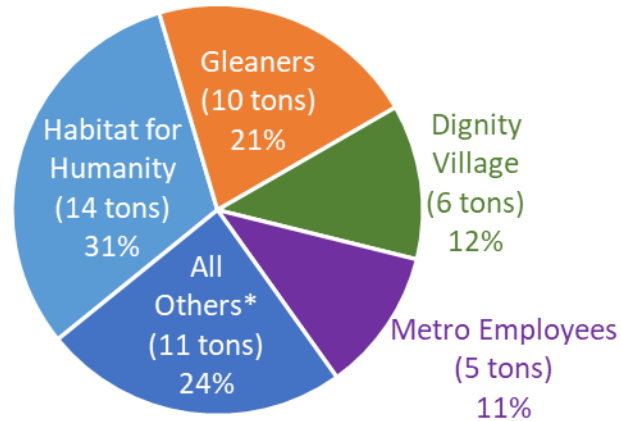
Employee reuse violated Metro Code 2.17.040 and the Employee Ethics policy. The SOP also increased the chance that a Metro employee could violate Oregon Revised Statute 244.040. All three prohibit public officials from using their position for financial gain or to avoid financial costs.

The 2015 SOP allowed employees to take certain materials for personal use under some conditions. It contained a list of acceptable reuse materials like household cleaners, fertilizer, and building materials. It also prohibited reuse of some materials like ammunition. To reuse materials, employees were required to weigh it, get approval, and sign a liability waiver annually. The SOP did not require employees to document what materials were taken.

Electronic waste was not listed in the SOP. The WPES Department Director and other employees made it clear that electronic waste was not intended to be included in the program. During the Human Resources investigation, the employee's supervisor stated that the SOP was followed. However, during the audit, they stated that electronic waste was not part of the reuse program.

Most reused materials were given to non-profit organizations. Employee reuse accounted for about 11% of the program from January 2025 through June 2025. In the past, some reuse material was distributed at community events. The most recent appears to have been in spring 2022.

Exhibit 1 Employees took about 11% of all reused materials from January through June 2025.



Source: Auditor's Office analysis of employee reuse logs at the Household Hazardous Waste facilities at Metro Central and South Transfer Stations.

**Includes contractor employees; Helping Hands, Growing Gardens; St. John's Food Share; Scrap; Gleaner artists; Virginia Johnson Training Stables; NW Biofuel; and seven individuals.*

Garbage and recycling managers did not set employees up for success

To align the employee reuse procedures with Metro Code and policy, any employee reuse materials would need to be:

- Offered to the public first under the same terms and conditions as employees, or
- Made an employment benefit by Metro Council.

Metro's transfer stations and household hazardous waste facilities cannot safely provide reuse material directly to the public or Metro employees who do not work at those locations. Metro's benefits handbook and collective bargaining agreements do not list reuse material as an employee benefit.

Employee salvaging and reuse of items left at the transfer stations has been part of the culture of both transfer stations for many years. However, management has not taken action to address it despite several examples of the practices causing problems. For example, in the past employees were allowed to purchase items for \$1. That practice was discontinued when someone left a trailer full of materials on the side of the highway and the original owner of the material was contacted to clean it up.

More recently, an employee noted that reuse sometimes caused tension because it impacted operations. Employees were spending time managing reuse material instead of completing other job duties. This could impact employee and public safety when managing household hazardous waste.

Safety concerns are why Metro's transfer contractors prohibit salvaging. Trying to pull items out of dumped loads risks employee health. It can also

incentivize personal benefits rather than operational needs and workplace safety.

A 2021 investigation confirmed that an employee took an item for personal use from the transfer station. That investigation found employees were aware they were not supposed to take items, but management was not willing to take corrective action without a specific No Salvaging policy. It's not clear why Metro Code and the Employee Ethics policy were ignored.

At the time of the 2021 investigation, a draft No Salvaging policy had been created. It said salvaging was theft of time and public resources. It is not clear if the policy was implemented, but it was not in place as of August 2025.

The SOP has been under review since at least 2019, but no changes have been made. In 2022, the former Garbage and Recycling Operating Director interviewed employees about reuse practices. That process appears to have been intended to expand the types of materials included in the reuse program.

The interviews were summarized in a July 2023 report. The report stated personal use of reuse materials was a benefit for scale house, HHW, and traffic employees. It was not clear what that conclusion was based on. It is not aligned with Metro Code, policy, or the employment benefits approved by Council.

The practices summarized in the report gave some Metro employees preferential access to reuse materials. To align with ethical requirements, program partners and the public would need to have access to reuse materials under the same terms and conditions as employees.

It is not clear why managers did not change practices in response to the program overview report. Managers in the Garbage and Recycling Operations division of WPES stated that the SOP was under review during the hotline investigation and audit.

The former Garbage and Recycling Operations Director, Transfer Station Superintendents, HHW Supervisors, and other WPES personnel were all aware of employee reuse at the HHW facilities and salvaging at the transfer stations. Despite this knowledge they did not enforce existing policies. They did not finalize revisions to the SOP in 2019, 2022, 2023, or 2025. They also did not implement the No Salvaging policy in 2021 or 2025.

All Metro employees were required to complete training in FY 2024-25. A 30-minute course on Oregon ethics law was one of the requirements. South HHW employees completed all required training. Some Central HHW employees did not complete some required training. The training summarized restrictions on obtaining personal benefits and gifts, but it did

The Reuse Standard Operating Procedure was not followed

not include information about Metro's Code of Ethics and Employee Ethics policy.

Focusing on Oregon law in the training may have reduced understanding of management's responsibility related to ethics. Metro's policy states that managers are responsible for ensuring compliance with the Employee Ethics policy. The ethics training focused on personal responsibility for complying with the law and indicated that managers did not have a role other than their own conduct.

In addition to not being aligned with ethical requirements, the SOP was not followed. To reuse materials, employees were required to weigh it, get approval, and sign a liability waiver annually. The laptop and other electronic waste were not approved materials for reuse.

Reuse logs in the first six months of 2025 also showed:

- Some items were taken without any documented approval.
- Some items were approved by the same employee who took them.
- Some managers had subordinates approve the items they took.
- Employee liability waivers were more than a year old.
- Some program partners did not sign their waivers.

These discrepancies showed that several layers of management in WPES did not provide effective oversight. HHW employees report to two program supervisors at each facility, so there were four HHW supervisors total. The supervisors reported to the transfer station superintendents at Central and South. The two superintendents reported to a Garbage and Recycling Operations Director, who reported to the WPES Director.

Employee reuse logs were used to document the SOP was followed. The logs were managed by the four HHW Program Supervisors. At South, several of the reuse items logged each month were missing approval signatures. At Central, only a few signatures were missing but items were sometimes approved by the same individual that took them. This was functionally the same as not being approved.

Some items were taken by Supervisors. Some of the material taken by supervisors was approved by employees who reported to them. Employee approval of their manager's compliance with the SOP was not an effective control. In other cases, supervisors approved their own reuse directly.

In addition, all employee reuse waivers were more than a year old. The SOP required waivers to be updated annually. Lack of updates could increase legal liability for Metro. Program partners submitted a waiver each month with the weight of materials they received, but the waiver was not signed by some recipients. It was also unclear how up to date the liability waiver was. It appeared to have been used since at least 2003. Changes in law or insurance standards since they could impact the liability protection provided by the form.

Exhibit 2 Reuse procedures were not followed consistently.

Reuse SOP Requirement	Partially Followed	Not Followed
Approval signature	X	
Authorized approver	X	
Employee liability waiver	X	
Employee liability waiver updated annually		X
Organization liability waiver	X	

Source: Auditor's Office analysis of Metro Central and South reuse logs and waivers from January 2025 through June 2025 in comparison to the 2015 Reuse Standard Operating Procedure requirements.

The monthly reuse logs were sent to the Transfer Station Superintendents. This provided another opportunity to correct practices that were not aligned with the SOP. The superintendents stated that they reviewed the logs to fulfill requirements for reporting on the amount of outbound material. It was not clear why they did not address deviations from the SOP.

**Effective management
will be critical for
Metro's efforts to
increase reuse**

Besides ethical and compliance risks, stronger oversight of the reuse program was needed to ensure Metro's services were transparent to the public. For example, Metro's services for electronic waste state that it will be recycled, not reused. As such, customers should rightly be concerned if material they drop off is not recycled. Similarly, if hazardous materials are reused, a customer may feel misled if it is given to someone who may not dispose of it properly.

Metro's Garbage and Recycling Facilities Plan and Regional Waste Plan both indicate a desire to increase reuse. Those efforts could decrease the amount of material sent to landfills and other processing facilities. However, expanding reuse before facilities, policies, and procedures are adequately set up could undermine public trust and employee safety.

Employees interviewed for the 2023 reuse program overview report indicated they were considering ways to expand reuse without addressing ethical and waste management standards. One example was a proposal to not call the material dropped at HHW facilities "waste" because when it becomes waste environmental regulations came into force.

Refocusing waste management toward greater reuse requires environmental, financial, and legal standards to ensure it can be sustained. Effective management at Metro will be critical to setting the region up for long-term success. That will take more work and a willingness to change past practices. Change may not be popular with employees, but it can provide more transparent services to the public.

Investigation report omitted concerns about non-compliance with the SOP and ethics requirements

The investigation report omitted the Office of Metro Attorney's (OMA) conclusion that the incident likely violated the SOP and ethics requirements. HR shared OMA's ethical concerns about employee reuse practices with the WPES Director; HR Director; interim Garbage and Recycling Operations Director; Employee Relations Manager; and Workplace Investigator. However, the investigation report did not mention or address them.

The omission showed a willingness to prioritize past practices over existing policies and Metro Code requirements. When management does not take prompt action it increases risks for Metro and its employees. It also risks damaging public trust in Metro's solid waste services.

Employee reuse was well documented, and practices were summarized in the 2023 overview report, which was included in the investigation. OMA concluded that the incident did not appear to follow the SOP and probably did not meet ethical requirements on 7/3/2025. Despite this, they stated that the investigation report did not need to be revised to include that information. The investigation report was sent to the Metro Auditor on 7/7/2025. It concluded that no policy violations occurred.

Employee reuse was only paused after the audit entrance conference and a subsequent email from the Metro Auditor. It came 51 days after management learned of the investigation, 21 days after they learned of ethical concerns from OMA, and 14 days after the audit start letter which mentioned ethical concerns.

Exhibit 3 The investigation report omitted concerns about non-compliance with the SOP and ethics requirements.

Hotline	HR Investigation	Audit
Report received 5/27/25	- WPES management notified of investigation 6/2/25 - HR summarized the investigation to management and noted OMA's ethics concerns 7/2/25 - OMA concluded that the SOP did not appear to be followed, and the incident probably violated ethics requirements 7/3/25 - Investigation report concluded that no policy violations occurred 7/7/25	- Start letter sent 7/9/25 - Entrance meeting with management 7/23/25 - WPES paused employee reuse 7/23/25

Source: Auditor's Office summary of hotline investigation and audit documentation.

Recommendations

To strengthen controls for the Reuse Program, the Waste Prevention and Environmental Services Director should:

1. Remove employee reuse from the Standard Operating Procedure (SOP).
2. Update the SOP to require documentation of reused material types, not just weights.
3. Document oversight requirements for the SOP and Reuse Program.
4. Assign oversight responsibilities to:
 - a. the Transfer Station Superintendents at Metro Central and South to ensure the SOP is followed.
 - b. the Garbage and Recycling Operations Director to ensure the Reuse Program is managed consistently at Metro Central and South.

To improve compliance with the ethics requirements, Metro Code and policies, the Chief Operating Officer (COO) should:

5. Ensure managers have procedures in place to prevent, detect and correct ethics violations within their chain of command.
6. Strengthen controls to create and maintain an ethical culture by ensuring training is completed annually by all employees and that it includes Metro policies not just legal requirements.

Scope and methodology

The purpose of the audit was to determine what controls were in place to ensure employee reuse procedures followed ethical requirements and customer expectations for electronic waste. There were two objectives:

1. Determine how the Reuse program was managed at Metro Central and Metro South as it relates to ORS 244.040, Metro Code 2.17.040, and Metro's Ethics policy.
2. Determine what services Metro South and Central provide for electronic waste.

To meet the objectives, we reviewed the Human Resource investigations for Accountability Hotline cases 377 and 495. For case 495, we also reviewed the investigation's supporting documents and timelines. We reviewed Oregon ethics law, Metro Code, and Metro policies. We analyzed program materials, reuse logs and waivers, and efforts to update the program. We also gathered information about current reuse practices and electronic waste protocols from managers in the Garbage and Recycling Operations division of WPES.

The audit was added to the FY 2025-26 audit schedule. We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Management response

Memo



Date: September 26, 2025

To: Brian Evans, Metro Auditor

From: Marissa Madrigal, Chief Operating Officer
Marta McGuire, Director of Waste Prevention and Environmental Services

Subject: Management Response to Limited Scope Audit on WPES Reuse Program

Thank you for the opportunity to respond to the limited scope audit regarding the Reuse Program at Metro's Household Hazardous Waste (HHW) facilities. We appreciate your attention to this issue and the recommendations provided to strengthen program oversight and ethical compliance.

Metro leadership takes seriously its responsibility to uphold public trust and ensure that our programs operate in alignment with applicable laws, policies, and ethical standards. Metro has long supported waste prevention and reuse through its HHW Reuse Program. However, we recognize that the employee reuse component of the program raises concerns that warrant immediate and thorough review.

Importance of Reuse

Oregon law establishes reuse as a core element of solid waste management. Specifically, ORS 459.015 establishes a waste management hierarchy that prioritizes waste prevention and reuse over disposal, while the Opportunity to Recycle Act (ORS 459A) requires local governments to implement programs that promote waste prevention and reuse. The HHW Reuse Program dates back more than 25 years and reflects early efforts to build reuse into daily operations of public facilities.

In those 25 years, Metro has donated materials collected at hazardous waste facilities to non-profits and other community members. These materials include paint thinners, camping stove fuel, car wash soap, and other DEQ-approved substances brought to Metro's HHW facilities by the public. More than 90 percent of material re-used from Metro HHW facilities has gone to such organizations, while a small portion has also been claimed by Metro employees. The goal of the program is to limit the financial and environmental costs to the public of disposing these hazardous substances. In FY 24-25, the community was able to reuse almost 232,000 pounds of HHW material, saving the region approximately \$460,000 – a figure which does not take into account the health risk reduction, avoided pollution, ecosystem impacts, and reduced greenhouse gas emissions from making new products.

Hotline Investigation

It is within this context of a decades-long, successful reuse program that HR conducted its investigation into the hotline complaint, and management at both WPES and the COO's office considered the initial findings. We recognize the audit's concern that the investigative report concluded that no policy violations had occurred and did not mention or address the violations of the reuse program's standard operating procedures (SOPs) or potential ethics concerns. During the investigation, the SOPs were interpreted by HR and the employee's manager as permitting the reuse activity, and HR did not undertake a larger review of the SOPs at that time.

Between July 7, when the Auditor notified the COO of the hotline complaint, and the July 23 audit entrance meeting, Management worked with the Office of the Metro Attorney, HR and WPES leadership to fact-find and build a shared understanding of the reuse program history and the existing practices of this long-running program. A number of facts from the HR investigation were incongruent with leadership's understanding of Metro's salvaging and reuse practices. It is because of that work that Management agrees with the Auditor's recommendations.

It is clear that the reuse of e-waste is not part of the HHW program and should not have been allowed, and the potential ethics violations should have been included as part of the initial investigation. HR is revamping its investigatory process to ensure that State Ethics Law, Metro Ethics Code and Metro ethics policies are considered in future cases.

Actions Taken

Following the audit entrance meeting on July 23, the employee reuse program was paused and a broader review of the reuse program was initiated to determine whether the SOPs have been consistently followed, whether managers upheld their managerial and ethical duty to maintain fidelity to Metro's procedures and whether the program creates the risk of ethical violations for our employees. That review is ongoing, but as noted in the recommendations below we have agreed to remove employee reuse from the program and update the SOPs for community reuse.

In addition, WPES has strengthened its guidance around material disposal at the transfer stations. Any e-waste that is dropped off at HHW should be sent to the transfer station and disposed of according to established procedures for e-waste, and not considered HHW eligible for reuse. As noted below, WPES will begin documenting reused material types that are provided to the public, non-profits, and other community members instead of just weights.

We believe the documented timeline shows continuous and deliberate engagement during the month of July as it relates to the specific hotline complaint and the need to review the larger program. Once the entire scope of your concerns was shared on July 23, management took immediate action.

We agree with the audit's recommendations and are committed to implementing the necessary changes to strengthen program controls, clarify roles and responsibilities, and ensure that Metro's ethical standards are consistently upheld. We look forward to working with you in the future on ways to ensure that any urgent information or concerns that you have about Metro programs can be shared and addressed in as timely a manner as possible.

Recommendation 1: *To strengthen controls for the Reuse Program, the WPES Director should remove employee reuse from the SOP.*

Management agrees with this recommendation. The employee reuse program was paused in late July. In light of the audit findings and the space limitations at current facilities that present challenges for safe public access, management will update the SOP to formally remove employee reuse. While discontinuation is appropriate at this time, management believes the concept should be retained for consideration in the planning and design of future facilities in order to maximize the amount of reuse of HHW materials, which has positive environmental and fiscal benefits. This action will be completed by October 2025.

Recommendation 2: *To strengthen controls for the Reuse Program, the WPES Director should update the SOP to require documentation of reused material types, not just weights.*

Management agrees with this recommendation. WPES will update the SOP to require documentation of reused material types. This will include adding a section to the SOP that will clearly outline material type and weight in addition to the development of annual reports to document material recovery. This will be completed by November 2025.

Recommendation 3: *To strengthen controls for the Reuse Program, the WPES Director should document oversight requirements for the SOP and Reuse Program.*

Management agrees with this recommendation. WPES is in the process of documenting the oversight requirements for the SOP and Reuse Program that will include written procedures that map directly to policy and program requirements. This documentation will clearly outline roles and responsibilities including oversight of SOP documentation, ongoing training, monitoring policy compliance, and data collection. WPES will also be outlining a process for ongoing program audits that include review of program records and sign offs to ensure policy compliance. This approach will provide a clear audit trail, strengthen accountability and allow for management to detect gaps early to determine any needs for corrective action. This will be completed by November 2025.

Recommendation 4: *Assign oversight responsibilities to the Transfer Station Superintendents at Metro Central and South to ensure the SOP is followed and assign oversight responsibilities to the Garbage and Recycling Operations Director to ensure the Reuse Program is managed consistently at Metro Central and South.*

Management agrees with this recommendation. The WPES director will assign responsibilities in accordance with the updated SOP and Reuse program oversight

requirements to the appropriate staff. This will include written documentation to outline oversight responsibilities including policy compliance, implementation monitoring, reporting, risk escalation and corrective action. Program audits will be utilized to help inform program consistency across operations and provide opportunities for continuous improvement. This will be completed by November 2025.

Recommendation 5: *To improve compliance with the ethics requirements in Metro Code and policies, the COO should ensure managers have procedures in place to prevent, detect and correct ethics violations within their chain of command.*

Management agrees with this recommendation. Metro's Code and Employee Ethics Policy clearly establish expectations for ethical conduct, and we recognize the importance of ensuring that managers are equipped to uphold these standards. Metro employees, including managers and supervisors, are required to take an ethics training every year. We will work with Human Resources to develop a supplemental training and/or materials that will support managers in identifying and addressing potential ethics violations. We are committed to ensuring that ethical compliance is a core component of supervisory responsibilities. This work will be completed by June 2026.

Recommendation 6: *To improve compliance with the ethics requirements in Metro Code and policies, the COO should strengthen controls to create and maintain an ethical culture by ensuring training is completed annually by all employees.*

Management agrees with this recommendation. As noted above, we already require employees to take annual ethics training. In FY 2024-25, 92% of Metro employees and 87% of WPES employees completed the training. We acknowledge that the current training focuses on legal requirements for public employees under state law and does not necessarily include a discussion of Metro's internal policies and expectations. We believe that a consistent and comprehensive approach to ethics training is essential to maintaining public trust and supporting a strong culture of ethics and accountability, and we will look at potential revisions to the training. This action will be completed by January 2026.



Office of the Metro Auditor
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Portland, Oregon 97232
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Accountability Hotline Case 495: Prioritize ethical requirements to set the reuse program up for success

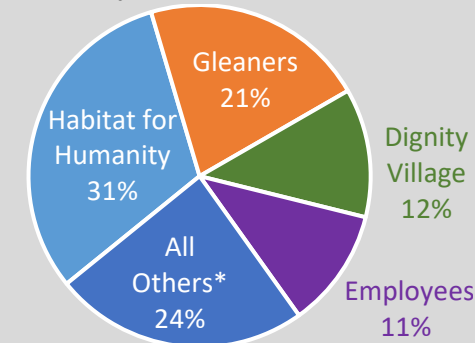
Why this audit is important

An anonymous report to the Accountability Hotline raised concerns about how Metro followed handling protocols for electronic waste. The report alleged that an employee at Metro's Central Transfer Station took a laptop and other electronic waste that was dropped off by customers.

Human Resources investigated and confirmed the series of events described in the report. The employee thought they were allowed to take materials as part of the Reuse Standard Operating Procedure (SOP).

This audit was initiated to determine if the SOP met ethical requirements and whether electronic waste procedures were followed.

Metro employees took 11% of all reused materials from January to June 2025



Source: Auditor's Office analysis employee reuse logs at Metro Central and South Transfer Stations.

*Includes contractor employees; Helping Hands, Growing Gardens; St. John's Food Share; Scrub; Gleaner artists; Virginia Johnson Training Stables; NW Biofuel; and seven individuals.

What we found

The audit found that employee reuse violated Metro Code and the Employee Ethics policy. The SOP also increased the chance that a Metro employee could violate Oregon law. All three prohibit public officials from using their position for financial gain or to avoid financial costs. Although several layers of management in Waste Prevention and Environmental Services and Human Resources were aware of ethical concerns related to employee reuse practices, they were not paused until after the entrance meeting for this audit.

In addition to not being aligned with ethical requirements, the SOP was not followed. The laptop and other electronic waste were not approved materials for reuse. In some cases, employees did not get approval for the items they took, and employee liability waivers were more than a year old. These discrepancies showed several layers of management in Waste Prevention and Environmental Services did not provide effective oversight.

Reuse procedures were not followed consistently

Reuse SOP Requirement	Partially Followed	Not Followed
Approval signature	X	
Authorized approver	X	
Employee liability waiver	X	
Employee liability waiver updated annually		X
Organization liability waiver	X	

Source: Auditor's Office analysis of Metro Central and South reuse logs and waivers from January 2025 through June 2025 in comparison to the 2015 Reuse Standard Operating Procedure requirements.

Besides ethical and compliance risks, stronger oversight of the reuse program was needed to ensure Metro's services were transparent to the public. For example, Metro's services for electronic waste state that it will be recycled, not reused. As such, customers may be concerned if material they drop off is not recycled. As Metro seeks to refocus waste management toward greater reuse, effective implementation of environmental, financial, and legal standards will be critical to build public trust.

The investigation report omitted the Office of Metro Attorney's conclusion that the incident likely violated the SOP and ethics requirements. The omission showed a willingness to prioritize past practices over existing policies and Metro Code requirements. When management does not take prompt action it increases risks for Metro and its employees.

What we recommend

The audit included six recommendations. Four were designed to strengthen controls for the reuse program. Three focused on improving compliance with ethical requirements.



Metro

600 NE Grand Ave.
Portland, OR 97232-2736
oregonmetro.gov

Agenda #: 4.1

File #: RES 25-5539

Agenda Date: 10/14/2025

Resolution No. 25-5539 For the Purpose of Providing Up to \$10,000,000 to Washington County to Support Investment in Programs to Address Unsheltered Homelessness

Jes Larson (she/her), Assistant Director, Washington County Department of Housing Services
Liam Frost (he/him), Interim Housing Director, Metro

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF PROVIDING UP TO	)	RESOLUTION NO. 25-5539
\$10,000,000 TO WASHINGTON COUNTY TO	)	
SUPPORT INVESTMENT IN PROGRAMS TO	)	Introduced by Metro Council President Lynn
ADDRESS UNSHELTERED HOMELESSNESS	)	Peterson

WHEREAS, on February 25, 2020, the Metro Council referred to the Metro area voters a personal and business income tax for the purposes of funding Supportive Housing Services in the Metro region (Measure 26-210, the “Supportive Housing Services Measure”), which Metro Area voters approved on May 19, 2020; and

WHEREAS, the Metro Council subsequently codified Measure 26-210 in Metro Code Chapters 11.01, 7.05, 7.06, and 7.07; and

WHEREAS, through the hard work of Metro’s County implementation partners and service providers around the region, the regional Supportive Housing Services (“SHS”) program has helped thousands of households avoid or escape homelessness, including funding more than 8,700 housing placements, more than 18,000 eviction preventions through regional rent assistance, and the creation or sustaining of more than 2,600 temporary shelter units; and

WHEREAS, Metro Code 11.01.130 authorizes Metro to distribute SHS administration funds to a Local Implementation Partner to support specific needs identified by Metro Council; and

WHEREAS, Metro Council finds an acute need for additional SHS programming and infrastructure within Washington County prioritizing those currently experiencing homelessness; and

WHEREAS, Washington County is a Local Implementation Partner under Metro’s Supportive Housing Services Program; and

WHEREAS, the Washington County Board of Commissioners have identified a one-time fund framework prioritizing addressing unanticipated funding gaps due to revenue reductions; and

WHEREAS, Washington County is requesting up to \$4 million to restore eviction prevention funding and restart eviction prevention services over two years, and restore up to \$6 million to address verified capital budget gaps for eligible SHS-funded projects; and

WHEREAS, Metro Council finds that a strategic one-time investment is necessary to support stabilizing homeless services programming and existing capital projects so long as it prioritizes those experiencing homelessness currently; and

WHEREAS, Metro is unlikely to have a similar level of carryover funds in the future available for this level of investment, and Metro staff has communicated with Washington County staff that these are one-time funds; now therefore,

BE IT RESOLVED that:

1. The Metro Council authorizes the Chief Operating Officer to enter into an intergovernmental agreement with Washington County to provide up to \$10,000,000 of Supportive Housing

Services administrative funds that support programs addressing unsheltered homelessness, provided:

- a. The intergovernmental agreement must require that data from any programs that use these funds are reported in Multnomah County's Homeless Management Information System (HMIS) and to Metro consistent with the Metro SHS Data Sharing Agreement; and
- b. The intergovernmental agreement provides that the funding is one-time.
2. The Metro Council authorizes the Chief Operating Officer to identify any additional requirements and restrictions to be included in the intergovernmental agreement; and
3. The intergovernmental agreement must be in a form approved by the Office of the Metro Attorney.

ADOPTED by the Metro Council this 14th day of October 2025.

Lynn Peterson, Council President

Approved as to Form:

Carrie MacLaren, Metro Attorney

IN CONSIDERATION OF RESOLUTION NO. 25-5539 FOR THE PURPOSE OF PROVIDING UP TO \$10,000,000 TO WASHINGTON COUNTY TO SUPPORT INVESTMENTS IN PROGRAMS TO ADDRESS UNSHELTERED HOMELESSNESS

Date: 10/7/2025
Department: Council
Meeting Date: 10/14/2025

Presenter: Jes Larson, (she/her), *Assistant Director*, Washington County Department of Housing Services

Prepared by: Victor Sin, *Council Office Manager*; Alice Hodge, *Housing Council Liaison*

Length: 30 minutes

ISSUE STATEMENT

Metro Council seeks to ensure that Supportive Housing Services (SHS) funding provides tangible benefits where needed most across the region. In a time of continuing crisis in our communities and broader financial uncertainty, responsive action is of critical importance. This presentation will provide Metro Council with information on Washington County's request for \$10 million in one-time funds from Metro's unallocated SHS administrative funds.

BACKGROUND

In May 2020, voters in greater Portland approved Measure 26-210 to fund services for people experiencing or at risk of homelessness. The measure created personal and business income taxes that fund SHS across the region. Pursuant to the SHS measure and Metro Code, Metro retains 5 percent of SHS tax collections to administer a regional program.

As Metro and the Counties built up their programs, revenue outpaced annual administrative spending. Metro currently has approximately \$30 million in reserves, which can be used for current and future administration of the SHS program. During and after the Stakeholder Advisory Table process and other SHS reform discussions, Metro discussed setting a portion of these funds aside to seed a regional fund for affordable housing development. However, due to urgent need for funding within current allowable uses, Metro Council sought to provide flexibility to make strategic investments of Metro's administrative funds to support efforts of regional significance.

On April 17, 2025, Metro Council adopted Ordinance No. 25-1530 to enable disbursement of its administrative funds to Local Implementation Partners for one-time investments in support of programs that otherwise meet SHS use of funds requirements, as directed by future Metro Council resolution.

On August 26, 2025, the Washington County Board of Commissioners held a work session to discuss staff recommendations for requesting one-time funds from Metro's unallocated

SHS administrative funds. Washington County staff recommendations aimed to address urgent needs to fill budgetary gaps in eviction prevention and capital projects.

Eviction prevention: Washington County identified a critical funding gap in eviction prevention resources when state funds for eviction prevention were reduced by 60% as of June 20, 2025, due to statewide financial constraints. This sudden reduction had an immediate impact on the existing program, resulting in the closing of the only county hotline for eviction prevention resources.

Washington County is requesting one-time SHS funds to bridge the gap for the next two years—until the state budget can be revisited and eviction prevention funding potentially reinstated. If the state is unable to restore this funding, Washington County will begin planning for a long-term rebalancing of other SHS programming to absorb the some of the ongoing eviction prevention program costs once Metro’s one-time funds are exhausted.

Eviction prevention programs primarily serves Population B households and that is why it has not been previously prioritized with on-going SHS funding in Washington County. However, due to the sudden and extreme measure of statewide funding reductions to eviction prevention, there is an urgent need for one-time funding to mitigate the risks of more families falling into homelessness.

Capital projects: Washington County staff also identified the need to fill the gap in construction budgets for capital projects already under development due to cost escalations. One-time funding would help cover these shortfalls and support current shelter, access center, or transitional housing capital projects.

A unique set of circumstances led to Metro having these available resources that are not otherwise critical for immediate administrative needs. It is unlikely that Metro will have these resources available for flexible programming in the future given the current revenue and budget forecasts. Therefore, local implementation partners that receive additional funds from Metro administrative funds should understand that those investments are one-time.

ACTION REQUESTED

Approve Resolution NO. 25-5539

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Staff recommend passing the resolution as submitted. Metro Council may further direct staff to require additional specific features in a subsequent IGA with Washington County. Given the one-time nature of these funds, Council may consider adjusting the amount of funds made available to Washington County.

ATTACHMENTS

1. Washington County Board recommendation
2. Washington County Capital Projects report



WORK SESSION

WASHINGTON COUNTY BOARD OF COMMISSIONERS

Session Date: August 26, 2025

Length of Time Requested: 30

Department(s): Housing Services

Presented by: Jes Larson, Assistant Director of Homeless Services

Title of Topic:	SHS One Time Funding Recommendation FY 25-26
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ATTACHMENTS:

[One Time SHS Funds Aug 2025 Presentation BCC Copy](#)

[BCC Memo Draft Framework for One-Time Funding Investment 5.15.2025](#)

PURPOSE & DESIRED OUTCOME:

Staff recommend a request to Metro Council for \$10 million in unallocated SHS administrative funds to address emergent one-time needs in Washington County's homeless services system.

- Up to \$4 million would be allocated to Eviction Prevention services, in alignment with the state's Eviction Prevention program to restore funding for the next two years.
- Up to \$6 million would be allocated to Board approved homeless services capital projects under contract that demonstrate a funding gap due to cost escalations. It is estimated that these funds will be needed to address funding gaps in at least two capital projects underway. Staff will evaluate requests for increased capital resources to confirm budget gaps and value engineering steps to contain overall project costs, before approving additional funding.

POLICY QUESTIONS FOR THE BOARD TO CONSIDER:

- Are these emergent needs the right priorities for this one-time funding request to Metro Council?
- Should any other emergent needs be considered for this one-time funding opportunity?
- Does the Board support staff to make the funding request to Metro Council for \$10 million in unallocated SHS admin funds?

SUMMARY OF TOPIC:

In the Spring 2025, Metro Council was engaged for financial support by Multnomah County and the City of Portland for homeless services urgently needed in the face of their budget reductions. Metro Council determined that unallocated funds from their portion of SHS funds for administrative operations could be used for this purpose and transferred approximately \$15 million to Multnomah County.

Metro has invited Clackamas and Washington Counties to also request a redistribution of its unallocated administrative funds for emergent homeless service needs, in alignment with the SHS program. At the August 26th work session, Department of Housing Services staff will present a proposal for a request to Metro.

Available Funding

Metro staff reports that SHS revenues retain for the oversight and regional coordination of the program have not been fully allocated due to revenues greater than forecasted in the first two years of the program, and ramp-up time needed to build out their regional program. According to the regional Intergovernmental Agreement, Metro may retain up to 5% of the total revenues for Metro's administration. An estimated \$33-35 million had not been allocated as of Spring 2025, of which approximately \$10 million could be distributed to be reallocated to Washington County, proportionate to the regional funding distribution agreement, with Metro Council's approval.

This funding opportunity will not increase annual operating resources for ongoing programming and therefore, it is important to consider appropriate use of these funds for time-limited or one-time needs. Metro staff has also communicated that request should be for emergent community needs in order to address funding gaps in our homeless system. Washington County staff has used the "one-time funding investment framework" to evaluate opportunities with this one-time funding opportunity, as discussed at the May 27th, 2025 Board of County Commissioner presentation

Emergent One-time Needs

There is an emergent need to identify one-time funds for Eviction Prevention programming in Washington County. This year, funds for Eviction Prevention were reduced in Washington County as previously available one-time SHS funds had been fully allocated. This programmatic reduction was planned and anticipated, as funding had only been identified for 3 years to help community partners transition from COVID-era funding levels.

Continued funding for Eviction Prevention was fully expected as part of the state budget process, however in June, 2025, the state legislature decided to reduce funding by 60% for eviction prevention due to state-wide financial constraints. This sudden and significant reduction caused immediate ramifications in Washington County. Community Action reports that their eviction prevention hotline is no longer in operation because they are still assessing how to operate the program with significantly reduced funding for the next two years. These reductions come at a time when eviction rates remain at an all time high in Washington County.

The other emergent need for one-time funding is a growing gap in construction budgets for capital projects already under development. Project delays and increased costs due to tariffs have created funding gaps in these capital projects. Other than grass roots fundraising, there are generally no other available funding opportunities for shelters, access centers, or transitional housing capital projects, as these types of community investments cannot access traditional affordable housing capital resources. Further delay or risk of completion of these projects would be detrimental to the planned operations of the homeless services system.

Decision Making Process and Next Steps

Staff presented these emergent needs to the Solutions Council for their consideration and feedback on July 17th. The Solutions Council was supportive of these recommendations and advised that any one-time investments for these emergent community needs include thoughtful planning to support long-term sustainability of overall program operations and supported the recommendation that up to 40% of available funding be allocated for Eviction Prevention, and up to 60% for capital projects 'gap funding' with consideration for flexibility to respond to changing circumstances.

With Board of County Commissioners further consideration and support, Washington County staff will present the funding request to Metro Council as invited, after their return from summer recess, anticipated in September. The objective is to move swiftly with reallocation of these Metro administrative one-time funds, to be responsive the identified emergent community needs.

Concurrently, staff are closing the FY 24/25 fiscal year and determining Washington County's carry-forward balance of SHS funds. These resources will be allocated using the Board adopted "One-Time Funding Investment Framework". A recommendation will be prepared for the Board's consideration and direction on these one-time investments this fall, including recommended and required reserves, other one-time investments, and any additional funds approved by Metro Council.

Department of Housing Services



Request to Metro for 'SHS Admin funds' allocation

Jes Larson, Assistant Director of Homeless Services

August 26, 2025



www.washingtoncountyor.gov/housing

As you may recall...

- Metro has unallocated SHS funds from their administrative allowance
- Metro approved the reallocation of \$15M to Multnomah County/City of Portland
- Funds have been made available to Clackamas and Washington Counties by request to Metro Council
- Metro's approval will be based on **emergency need**. Funds must be for **one-time use**.
- Estimated up to \$10M for Wash County's request



One-time Funding Investment Framework

Board adopted framework May 27, 2025

First priorities: (financial protections)

- Address unanticipated funding gaps due to revenue reductions
- Restore funding in reserve accounts that have been spent down

Second priorities: (long-term sustainability)

- Address current capital project funding gaps
- Seed reserve fund for capital reinvestment needs of homeless system infrastructure
- Temporary expansion of services to address current community needs

Third priorities: (community opportunities)

- Invest in system and provider capacity building projects
- Invest in new capital projects to further expand homeless services capacity

Staff Recommendation: Eviction Prevention

- 60% of State funding to eviction prevention was reduced this fiscal year with no notice. All eviction prevention currently 'on hold' in Washington County
- Last year, Oregon Eviction Diversion & Prevention (OREDAP) funds invested \$3.8 million in Washington County
 - \$5900 average household assistance to prevent eviction
 - 91% served remained stably housed with one-time intervention
 - The household served are single moms, age 25 – 44
 - Washington County's OREDAP program is operated by Community Action
- Recommendation to restore eviction prevention funding to previous funding levels, and restart eviction prevention program

Staff Recommendation: Capital Projects

- Some capital projects underway are challenged to complete due to increased costs and timeline constraints
- Project budget gaps primarily due to widespread increase in construction costs
- One-time capital project 'gap funding' would be only for Board approved projects, under legal contract with the Department of Housing Services

Draft Proposal

One-time Metro admin funds to be used for:

- Up to \$4 million (40%) to restore eviction prevention funding and restart eviction prevention services, over two years
- Up to \$6 million (60%) to address verified capital budget gaps for eligible projects
- With recommendation for funding to be adjusted as needed to best address these one-time needs.

Process to date and next steps

- Staff developed recommendations based on identified one-time community needs
- Homeless Solutions Advisory Council engaged for feedback and support of recommendation
- Recommendation provided to BCC for consideration
- Official request made to Metro Council for approval, anticipated September 2025

Discussion Questions

- Are these two emergency needs the right priorities?
- Are there other emergency needs that are well suited for one-time funds?
- Do you approve staff bringing forward this funding request to Metro Council ?



Department of Housing Services



Thank you



www.washingtoncountyor.gov/housing



To: Board of County Commissioners
From: Jes Larson, Assistant Director, Department of Housing Services
RE: Draft framework to guide future one-time funding investments in Homeless Services
Date: May 15, 2025

Overview

Washington County has responded with urgency to the region's housing and homelessness crisis; quickly scaling programs and investing in infrastructure to fully deploy the regional Supportive Housing Services tax. In the early years of the program, new revenues were collected beyond the forecast modeling and flowed faster than new programs could expend.

Unspent funds from these years were carried forward as one-time funding with which the Board directed strategic investments in new capital investments, building out community spaces to respond to unsheltered homelessness, including shelters, access centers, and transitional housing capacity. One-time funds were also invested in capacity building for our emerging network of community-based providers and short-term continuation of programs expanded during COVID, including eviction prevention and motel-based shelter capacity.

As the program nears the end of year 4, revenue projections are trending downwards, and program capacity has reached revenue collection levels. It is likely that the program will collect less revenue than expended in Year 4. The current carry-forward balance will be used to cover the anticipated deficit in revenues and to fund long planned capital investments as they move into the construction phase. With the potentiality of a further declining forecast, reserve accounts may need to be accessed to cover program expenditures that exceed revenues this year, and potentially again in program year 5 (fiscal year 25/26).

As the program matures and faces uncertain revenue collections ahead with competing programmatic priorities to address fiscal stability, growing community need, and long-term stability for new capital infrastructure, the Department recommends a policy framework to guide future investments of one-time funding in the Supportive Housing Service program. This framework will support staff planning and future recommendations to the Board to specifically guide investments for available one-time funds.

Staff will provide an overview of this draft framework at the May 27, 2025, Board meeting as part of the quarterly SHS presentation. We look forward to receiving your Board's guidance and direction as this framework is developed.

Draft One-Time Investment Priorities Framework

To organize the competing priorities of fiscal stability, responding to urgent community needs, and ensuring long-term stability of the homeless services system that has been built over the first four years of the SHS program, staff recommend future one-time funding investments be generally prioritized according to these needs:

Department of Housing Services
161 NW Adams Ave, Suite 2000, MS 63, Hillsboro, OR 97124-3072
(503) 846-4794 • fax (503) 846-4795 • TTY dial 711
www.washingtoncountyor.gov/housing
Equal Housing Opportunity



First Priorities: Long-term Financial Stability

- Address unanticipated revenue or grant reductions from funders including HUD, OHCS, and Metro, to stabilize current programming with gap funds if the funding reduction is short term, or transition funding to mitigate community impacts as programs are necessarily ramped down due to permanent revenue reductions.
- Restore reserve funds to full capacity after having been drawn down during economic recessions or for programmatic emergencies.

Second Priorities: Urgent Community Needs

- Address unplanned funding gaps for approved homeless services capital projects during the capital development process.
- Establish a new capital reserve for homeless system infrastructure to address otherwise unfunded and long-term building needs. Funding would be available according through a procurement process for building owners of shelters, access centers, transitional and permanent supportive housing.
- Increase capacity in service programs where one-time funds can be used effectively for short-term program expansion such as homeless prevention and move-in funds.

Third Priority: New Community Opportunities

- Invest in one-time needs for system improvement projects and capacity building or technical assistance for providers.
- Fund new capital projects that increase the capacity of the homeless system to respond to community need, such as more shelter or transitional housing capacity.

Draft One-Time Investment Plan Process

Available one-time funding will be determined at the end of the fiscal year when revenues and expenditures are fully accounted and the year-end balance is calculated. In the Supportive Housing Services program, this balance cannot be determined before August 15th when the last monthly revenue installment is received from Metro for the previous fiscal year. Once the balance is determined, staff will prepare a recommendation to the Board for their consideration based on the above One-time Investment Priorities Framework for their further direction and approval.

Any one-time funding determined to be invested in the current fiscal year will be advanced through a budget adjustment, and staff will proceed with necessary contracting and fund distribution as directed. The remaining available one-time funding will be held for the future fiscal year budget process to be invested according to the Board approved plan. In order to be responsive to urgent and emerging community needs or newly available one-time funding, the Board may also update the one-time investment plan at any time during the fiscal year.

Next steps

This Draft Framework will be presented to the Board at the Tuesday, May 27th Board meeting. Staff are seeking feedback and direction to finalize the framework in advance of the upcoming end to the fiscal year. Washington County is also anticipating Metro Council to consider a transfer of unspent SHS admin funds for programmatic uses. This Draft Framework and the Board discussion is intended to support the Board and staff in determining the potential uses of that one-time funding transfer.



Supportive Housing Services (SHS)

Capital Projects Report

June 2025



Building a System of Care

in Washington County

2



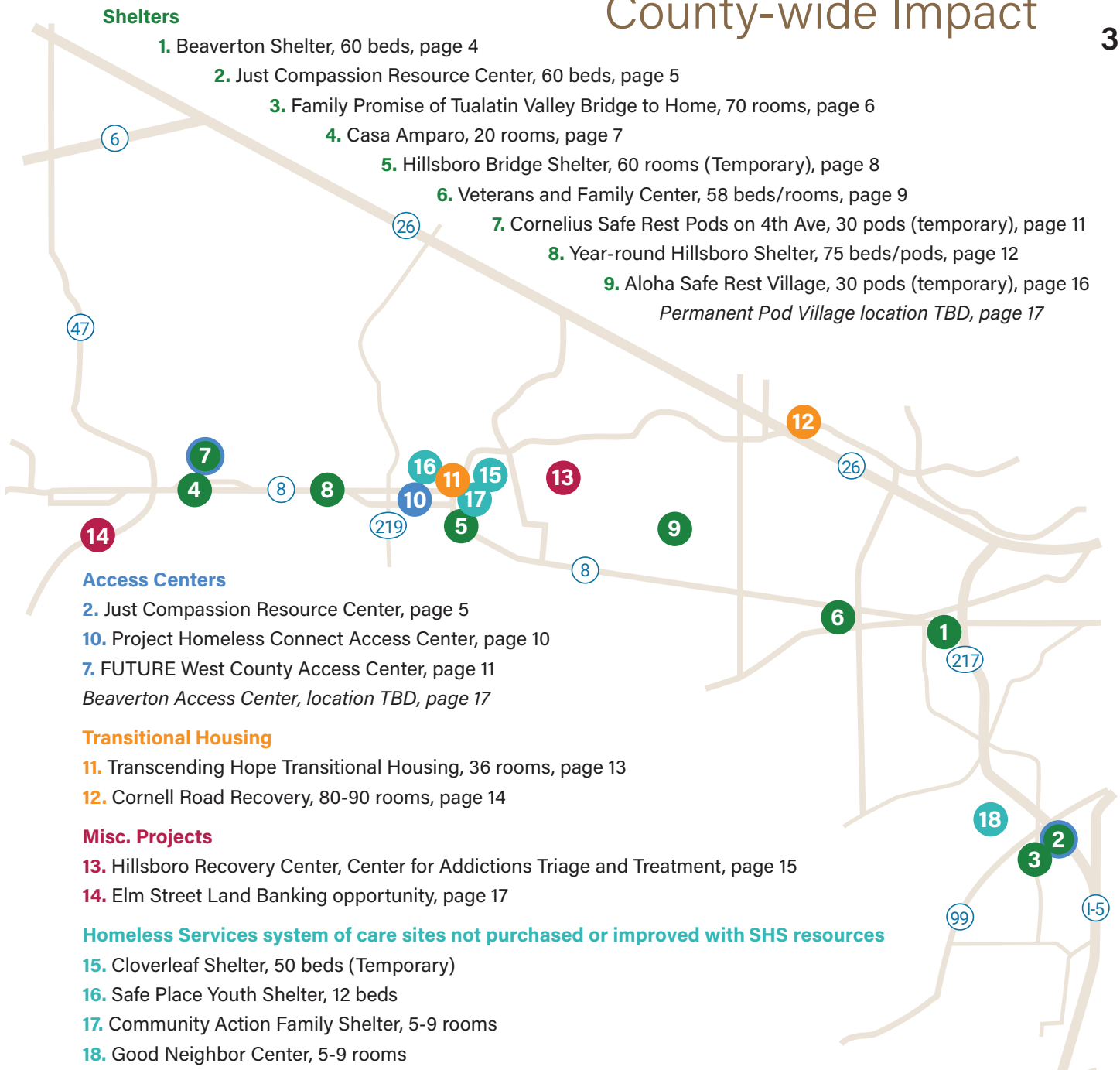
Washington County has invested in key infrastructure needed to provide a full spectrum of services for people experiencing homelessness and support their connections to stable, long-term housing.

Prior to 2020, Washington County had no year-round shelter for adults experiencing homelessness and few options for families. Day centers operated on limited hours in crowded spaces. Permanent supportive housing (PSH) capacity was rare, even within affordable housing developments. One-time funds from the new Supportive Housing Services measure, paired with resources from Governor Tina Kotek's Executive Order 2023-03, has allowed us to create the physical infrastructure needed for our expanded service system to thrive for years to come.

These purpose-built, sustainable facilities are designed to serve our most vulnerable community members by connecting them with resources, giving them the space to rest and recover, and ensuring a path to long-term housing. Since 2021, Washington County has invested and awarded \$80 million in infrastructure investments and has committed \$7.5 million more to complete this infrastructure plan for our homeless services system of care. These infrastructure investments include:

- **Over 400 shelter beds** operating county-wide and serving an estimated 1,800 people annually
- **Four access centers** across the county that will serve as the dedicated front doors to our system of care
- **Over 100 units of transitional housing at two sites** slated to open in 2026 and 2027 providing wrap around recovery services that set people up for success as they transition to permanent housing.

Special thanks to our partners, the owners and operators listed in this handout, and our city partners, without whom none of these projects would be possible.



*"Purpose-built, consistent spaces are essential to serving people experiencing homelessness in our community. When we embarked on this journey, our few rotating shelters were located in temporary spaces, reliant on volunteer staffing, and lacking in some of the basic features," said **Washington County Chair Kathryn Harrington**. "Today, we have an incredible suite of shelters that ensure everyone who walks through their doors has the consistent space with trained personnel to recover, connect with services, and meet basic needs like showering and eating a hot meal. And shelters are just one piece of the puzzle. SHS funding provides for construction of access centers, transitional housing, and services that make up the system of care our community needs."*

Completed Projects

The following facilities are open and providing services to program participants.

The Beaverton Shelter *open and in service*



This congregate shelter is located in Beaverton. The shelter opened in December 2024 and features a trauma-informed design, a warming kitchen, showers, and laundry onsite.

Site Owner: **City of Beaverton**

Site Operator: **Open Door HousingWorks**

Capacity: **60 congregate shelter beds with on-site community services**

SHS Capital investment: **\$7.8 million for acquisition and rehab**

Other Funds leveraged: **\$7 million in federal funds**

*"The opening of this shelter marks an important step forward for our community," said **Mayor Lacey Beaty** pictured third from the left. "It's the result of remarkable teamwork and dedication from state and federal legislators, county officials, local non-profits, city councilors, and city staff—all working together to make this vision a reality. This shelter reflects what we can achieve when we come together, providing essential support and services for our neighbors experiencing homelessness."*

Just Compassion Resource Center *open and in service*



This congregate shelter also includes an access center location with drop in services seven days a week from 7 a.m. to 7 p.m. for people experiencing homelessness to connect with housing services located in Tigard. The site opened in March 2025 and features a two-story design, commercial kitchen, showers, and laundry onsite.

Site Owner/Operator: **Just Compassion of East Washington County**

Capacity: **60 congregate shelter beds plus walk in access center services**

SHS Capital investment: **\$9.8 million for capital construction**

Other Funds leveraged: **\$5.56 million in state, federal, fundraising, and grant investments**

Executive Director of Just Compassion of East Washington County Dr. Vernon Baker shared, *"Despite the challenges to making this Resource and Access Center a reality, Just Compassion is proud to have had the support of our Tigard and Washington County communities as well as our elected representatives. Because of it, we can bring 60 permanent beds and 50 additional inclement weather beds alongside fresh meals, hygiene facilities, and case management. Additionally, our new facility was designed to make it easy for our guests to connect with services like healthcare and employment support from our agency partners. We are thrilled to continue to work with our community to provide essential shelter and resources to our unhoused neighbors while they move toward stable housing situations."* Dr. Vernon Baker is pictured above holding the scissors at their grand opening event.

Family Promise of Tualatin Valley Bridge to Home Shelter

open and in service



This non-congregate shelter is located in Tigard. Formerly a hotel, this building became a dedicated shelter in May 2023. Phased renovations are underway, with anticipated completion by July 2025. The shelter includes space for a children's play area, with a viewing area from the laundry room, clothing closet and food pantry, and numerous other services geared towards serving families with children.

Site Owner/Operator: **Family Promise of Tualatin Valley**

Capacity: **70 rooms for families and medically fragile individuals**

SHS Capital investment: **\$2.1 million for acquisition**

Other Funds leveraged: **\$11 million in state, federal, and local investments**

Executive Director of Family Promise of Tualatin Valley Elise Laubach says, "Opening the Bridge to Home shelter has been deeply impactful to the families we serve. We hear stories every day from families who were sleeping in their cars, trying to keep a sense of normalcy for their kids. Through this shelter, we give families the steppingstone needed to stabilize and thrive and we couldn't do it without the incredible partnerships we've built in this region."

Casa Amparo Shelter

open and in service



This non-congregate shelter is located in Forest Grove. The site was purchased in 2021, and renovations have been occurring in phases while the site has been operating. The shelter includes space for a children's play area, onsite laundry, food pantry, and numerous other culturally specific services geared towards serving families with children and Latine households.

Site Owner/Operator: **Centro Cultural**

Capacity: **20 rooms for families and medically fragile individuals**

SHS Capital investment: **\$600,000 for rehab**

Other Funds leveraged: **\$2.2 million in state Project Turnkey funding**

Executive Director of Centro Cultural Maria Caballero Rubio shared, "As the only culturally specific shelter in Washington County focused on the Latino community, we are pleased to provide our expertise to serve communities of color through an equity lens toward the goal of long-term housing."

Hillsboro Bridge Shelter

open and in service



This non-congregate shelter, purchased in 2021, includes rooms set aside for Low Acuity Transitional Services (LATS), a pilot program partnering with Virginia Garcia for medical support which receives referrals from hospitals in Washington County.

Site Owner: **Washington County**

Site Operator: **Greater Good Northwest**

Capacity: **50 rooms for adults experiencing homelessness plus 10 rooms set aside for hospital referrals**

SHS Capital investment: **\$600,000 for rehab**

Other Funds leveraged: **\$2.2 million in state Project Turnkey funding**

Executive Director of Greater Good Northwest Eboni Brown shared, *"In the last four years of shelter operations, we have seen an ongoing need in shelter services here at the Hillsboro Bridge Shelter. Beyond that, we see the need for shelter and healthcare services integration. What started as ten rooms set aside for people quarantining with COVID has evolved into a robust partnership with Virginia Garcia and Washington County to support medically fragile individuals as they exit a medical setting."*

Veterans and Family Center Shelter

open and in service



Primarily non-congregate shelter serving Veterans and their families located in Beaverton. The site was renovated in 2024, increasing the shelter capacity from 50 total veterans in mostly congregate rooms to 75 total veterans with a majority in their own rooms and private bathrooms.

Site Owner/Operator: **Salvation Army**

Capacity: **75 total veterans in single rooms**

SHS Capital investment: **\$300,000 for rehab**

Other Funds leveraged: **\$5.1 million in grants from the Federal Veterans Administration, the Salvation Army of Cascade Division, and the Home Depot Foundation**

Divisional Commander Major Jonathan Harvey added, *"The Salvation Army is honored to provide this safe, clean and freshly refurbished space for 68 Veterans who have so selflessly served our country. We are grateful to the Veterans Administration, The Home Depot Foundation, and the Washington County Housing Authority for helping make this possible, along with this countless community members who care about Veterans. We could not have accomplished these much-needed improvements without their generous support."*

Projects Underway

10

The following facilities are either under construction or planned to meet the shelter, access center, or transitional housing needs identified in Washington County and approved by the Washington County Board of County Commissioners.

Hillsboro Access Center

under construction, estimated opening fall 2026



Project Homeless Connect is in the development process on an access center projected to open in 2026 . They currently operate an access center in Hillsboro out of a small residential house (pictured center) next door to the future site (rendering pictured right). Once open, this site will serve as the front door to the Washington County system of care, a hub for other services, and a dedicated inclement weather shelter location to provide additional shelter capacity during severe weather events.

Site Owner/Operator: **Project Homeless Connect**

Capacity: **Walk in access center services**

SHS Capital investment: **up to \$6 million for construction (\$5 million guaranteed, and additional \$1 million set aside to address prevailing wage)**

Other Funds leveraged: **TBD – fundraising ongoing**

*“For 18 years, Project Homeless Connect has been a vital resource in our community,” says **Kim Marshall, Executive Director of Project Homeless Connect**. “But it’s only now, thanks to the voter approved - Supportive Housing Services measure, that we finally have the necessary tools to effectively serve our homeless friends. Our new access center will help us continue to provide a safe, secure and inviting environment for those in need, offering warmth and support as they embark on their path toward stable housing.”*

Current: Cornelius Safe Rest Pods, *closing 2025* Future: West County Access Center, *estimated opening 2027*



Open Door HousingWorks was awarded funding for a land purchase in Cornelius. The site is currently being used as a Safe Rest Pod site (30 Conestoga Huts, purchased with SHS funds) while planning for the long-term use of the site is underway. This fall, construction will begin on an access center for Western Washington County that will serve as the front door to the Washington County system of care, a hub for other services, and a dedicated inclement weather shelter location to provide additional shelter capacity during severe weather events.

Site Owner/Operator: **Open Door HousingWorks**

Capacity: **30 units of shelter currently, eventually walk in access center services (no shelter units)**

SHS Capital investment:

Current use: \$1.38 million for land acquisition, site prep, and pods purchase

Future use: \$5 million for access center capital costs

Other Funds leveraged: **TBD – access center fundraising ongoing**

*“This site is a powerful example of what SHS resources can make possible,” said **Jeremy Toevs, Executive Director of Open Door HousingWorks**, pictured to the right above. “What began as a pod shelter has already helped hundreds of individuals escape extreme weather and find safety. We’ve been providing access center services for over 40 years, and we’re excited to bring that legacy to this site by constructing a permanent, dedicated space where people in need can take their first step toward stability and support.”*

Hillsboro year-round Shelter

under construction, estimated opening winter 2025



The Hillsboro shelter is projected to open this winter and will feature a trauma-informed design, a warming kitchen, showers, and laundry onsite. Prior to construction, the site served as a safe rest pod location serving 30 individuals in pallet home structures (Washington County purchased 60 pods using Executive Order funding).

Site Owner: **City of Hillsboro**

Site Operator: **Project Homeless Connect**

Capacity: **75 congregate shelter beds**

SHS Capital investment: **\$9.2 million for capital costs**

Other Funds leveraged: **\$7.8 million in federal funds and other resources**

*"The City of Hillsboro is committed to supporting efforts that provide compassionate care and pathways to housing while also addressing the impacts of homelessness on businesses and our community," said **Mayor Beach Pace** pictured above, second from the left. "We are grateful to have support from Washington County and Metro as we make this investment to meet immediate needs and foster long-term change."*

Transcending Hope Transitional Housing

pre-development, estimated opening 2026



When open, the Transcending Hope Transitional Housing site will expand operations in Hillsboro using a stabilization transitional housing model. The facility will provide an intermediary step for people experiencing homelessness with mental health needs prior to transitioning to long-term housing. This site represents a new program model in Washington County that will cover key gaps identified between shelter, long-term housing, and the need for greater behavioral health support for a subset of people experiencing homelessness.

Site Owner/Operator: **Transcending Hope**

Capacity: **36 people in stabilization focused transitional housing units**

SHS Capital investment: **\$8.15 million for site acquisition and construction**

Other Funds leveraged: **TBD – planned leverage of healthcare funds**

Executive Director of Transcending Hope Deena Feldes pictured on the left above shared, *“Transcending Hope Recovery Homes remains humbled and grateful as we embark on a journey of serving some of our communities most vulnerable populations. Our dedicated staff, and support of our community partners has made this possible. By working together, we will help fill a gap and create foundations for sustained pathways to permanent housing.”*

Cornell Road Recovery Transitional Housing

pre-development, estimated opening 2026



Washington County purchased the Double Tree Hotel located in unincorporated Washington County in March 2025 with a plan in place to renovate the existing hotel to serve between 80-90 people in recovery focused transitional housing, though some units may be set aside for recuperative care shelter. The facility will include 24/7 staffing and onsite recovery focused services. A service provider will be selected prior to site opening, projected for 2026.

Site Owner: **Housing Authority of Washington County**

Site Operator: **TBD**

Capacity: **75-85 people in recovery focused transitional housing units**

SHS Capital investment: **Up to \$26 million for acquisition and rehab**

Other Funds leveraged: **\$2.5 million from the Oregon Health Authority via Washington County Department of Health and Human Services**

Executive Director of the Department of Housing Services Molly Rogers shared, “We know there is a gap in our existing system of care for people ready to move on from shelter with recovery needs. Cornell Road Recovery will forge crucial partnerships between housing and recovery providers in Washington County to create a supportive housing community for people on their path to recovery. Leveraging our collective expertise, we can better meet the needs of our program participants.”

Center for Addiction and Triage (CATT)

*Hillsboro location open and in service,
Beaverton location under construction*



The Center for Addictions Triage and Treatment (CATT) is a project to increase addictions treatment capacity in Washington County with the development of two new treatment centers, one located in Beaverton, the other in Hillsboro. Upon its completion it will add 86 new treatment beds, a peer drop-in center, health services, connection to homeless services and many other services. The CATT will serve as a comprehensive center for substance use treatment that is accessible and responsive to our diverse community. Washington County began offering services in June at the Hillsboro location and will open the site in Beaverton in November.

Site Owner: **Washington County**

Site Operator: **CODA, LifeWorks NW, Solutions Group NW, Mental Health & Addiction Association (MHAAO), Project Homeless Connect, Virginia Garcia**

Capacity: **Walk-in behavioral health services, outpatient services, and other referral based programming**

SHS Capital investment: **up to \$1.5 million in capital costs**

Other Funds leveraged: **\$60.5 million**

*"Having these community supports all in one place will make it much easier for people to get holistic care for their mental health and substance use concerns," said **Project Manager Kristin Burke with Washington County Behavioral Health** pictured third from the right in the image above. "We are excited to take this innovative approach, bringing together multiple organizations to do what they do best in a coordinated manner under one roof."*

Aloha Safe Rest Village

closing Feb. 2026 and seeking permanent location



The Aloha United Methodist Church (UMC) partnered with Washington County to host thirty safe rest pods on the church's grounds. The site utilizes pallet home structures that can be moved as needed, opening in February 2024 and closing by February 2026.

Site Owner: **Aloha United Methodist Church**

Site Operator: **Open Door HousingWorks**

Capacity: **30 people in individual pods**

SHS Capital investment: **\$190,242**

Other Funds leveraged: **\$920,000 (Governor Tina Kotek's Executive Order 2023-03 funds) were used to purchase 60 pods (this site and the now closed Hillsboro pods)**

Pastor Keren Rodriguez pictured second from the right above, said when Aloha UMC landed in this neighborhood just before the 1970s, few of the houses surrounding them now existed. "We've learned more recently that our call was never about the amount of people who showed up for our Sunday services," she said. "Instead, it was to serve 'the least among us,' as we are called to in scripture."

Planned Projects

17

Washington County Board of Commissioners has approved resources to support these projects.

Permanent Pod Village location

planned for, \$2.5 million in funding set aside

The safe rest village model allows for flexibly located shelter capacity that can be opened quickly to meet urgent community need while long-term plans for the location are underway. Thus far, Washington County has opened three safe rest village locations in temporary locations. The Cornelius and Aloha sites are still operating, while the Hillsboro site has already closed for construction on the permanent shelter. To continue to utilize this flexible shelter model, which is preferred by participants, Washington County is working on siting a permanent pod village shelter location to house 60 pallet shelters, which were purchased using Governor Kotek's Executive Order funding to address homelessness. The County plans to operate the site without the two-year time limit of other sites. Up to \$2.5 million is set aside to purchase a site and support preparations, including leveling, fencing, utilities, and more.

Elm St. Land Banking Opportunity

purchased for \$1.8M

Washington County purchased a plot of land off Elm St. in Forest Grove in the summer of 2023. The property was going to serve as a future development of Permanent Supportive Housing prior to the clarification memo shared by Metro with the counties explaining that permanent supportive housing is not an eligible SHS cost. The Housing Authority of Washington County is planning on developing this site and will pay back the SHS funds used for the purchase as part of the financial close (date unknown at this time).

Beaverton Access Center

\$5 million in funding set aside

Washington County has funding set aside for one to-be-determined access center in Beaverton. This final access center location will ensure there is balanced coverage across Eastern Washington County, Beaverton, Hillsboro, and Western Washington County.

Conclusion: How did we do it?

In under five years, Washington County has used SHS funds to make up for lacking physical infrastructure for our homeless services system of care. While programming was developed and launched, SHS revenue in the first three years created carryover funds that supported these sites and allowed our suburban communities to catch up to the resources in the urban core. In that time, staff supported:

- **Four Notice of Funding Offerings (NOFO) for shelter, access centers, and transitional housing with the Beaverton Access Center NOFO planned upon the completion of Beaverton's citing requirements**
- **Three Request for Proposals (RFPs) to identify operators of sites where the owner is a government entity, with another RFP planned for the Cornell Rd Transitional Housing site and the permanent pod site**
- **Nine pre-conferences for applicants, office hours, and questions answered through the seven procurements**
- **23 total applications received across all RFPs and NOFOs** – thank you to our partners for coming along with us to build out our system of care!

This work is supported by the Department of Housing Service's small but mighty Strategic Projects Team. Special thanks to the staff that have supported our capital projects – Jessi Adams, strategic projects supervisor; Chelsea Catlin (Blair), strategic projects coordinator; Michael "Mike" McLeod, strategic projects specialist; and Emily Roots, communications lead.

To other funders and regions, please consider Washington County a partner and a resource as we collectively work to create a community, a nation, where homelessness is rare, brief, and non-reoccurring. Contact Nicole Stingh, strategic initiative and relations manager, at Nicole_Stingh@washingtoncountyor.gov with questions or suggestions.







File #: 25-6330

Agenda Date: 10/14/2025

Supportive Housing Services Reform Update: Current State

Liam Frost (he/him), Interim Housing Director

Yesenia Delgado (she/her), Supportive Housing Services Division Manager

SUPPORTIVE HOUSING SERVICES
REFORM UPDATE: CURRENT STATE

Date: October 2, 2025

Department: Housing

Meeting Date: October 14, 2025

Prepared by: Alice Hodge (she/her),
Council Liaison,
alice.hodge@oregonmetro.gov

Presenter: Liam Frost (he/him), *Interim
Housing Director*

Yesenia Delgado (she/her), *SHS Division
Director*

Length: 60 minutes

ISSUE STATEMENT

Metro staff are preparing to advise the Metro Council this fall on a comprehensive Reform Work Plan that outlines key action areas for near-term, practical reforms in response to identified priorities for improving the Supportive Housing Services (SHS) fund. The first of four scheduled work sessions and business meetings will take place on October 14 and will provide an overview of the current state of the SHS program, including existing gaps and challenges.

ACTION REQUESTED

No formal action is requested at this time; however, this presentation will help lay the foundation for potential Council action of approving an SHS Reform Work Plan, and other actions at Council's direction.

This presentation is part one of a four-part series:

- Oct 14 - Current State
- Oct 30 - Draft Reform Work Plan: Pt 1
- Nov 6 - Draft Reform Work Plan: Pt 2
- Nov 20 - Council consideration of a resolution to adopt SHS Reform Work Plan

IDENTIFIED POLICY OUTCOMES

No specific policy outcomes are proposed at this time; however, this presentation is intended to help lay the groundwork for potential future policy decisions. Metro Council has called for SHS reforms and system improvements to achieve better on-the-ground outcomes, as well as increased accountability and efficiency. This presentation supports that ongoing effort.

POLICY QUESTION(S)

- How can these conditions and gaps inform future policy considerations in the SHS Reform Work Plan?
- Throughout the four-part SHS Reform Work Plan series:
 - Which areas would Council like to explore in more depth or receive additional information on?
 - Which areas would Council like to prioritize?
 - Are there any additional considerations Council would like included in the Work Plan to support future actions?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Metro Council has called for SHS reforms and system improvements to achieve better outcomes on the ground, along with greater accountability and efficiency. This presentation supports that effort and helps lay the foundation for potential future policy options.

STAFF RECOMMENDATIONS

Metro Council consider SHS progress and system improvement areas in anticipation of a Reform Work Plan for subsequent Council consideration in October and November 2025.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Over the past 18 months, Metro has engaged deeply with a broad range of partners and key interested parties across the region to better understand both the challenges and the opportunities within our homeless response system. These conversations have been instrumental in shaping a series of commonsense improvements aimed at making the system more effective.

In response, Metro staff provided the Metro Council with a memo in July 2025 outlining proposed reform areas and committed to developing an SHS Reform Work Plan for formal Council consideration this fall. The Reform Work Plan identifies a set of near-term, practical reforms that can be implemented without requiring a ballot measure. These changes are designed to streamline oversight, speed up coordination, and better support our regional system to deliver better outcomes for people experiencing homelessness.

BACKGROUND

Metro is responsible for ensuring the effectiveness of the system that supports SHS investments regionwide—for the benefit of the individuals it serves, for our partners, and for voters and taxpayers across the region. Now at the midpoint of the initiative’s 10-year duration, Metro and its partners are responsible for applying the lessons learned into refining areas that will enhance the regional homeless services system.

During the first half of SHS initiative implementation, Metro, the three county partners (Clackamas, Multnomah and Washington counties) and their contracted service providers have accomplished:

- **Regional goals that are expected to surpass the original goals** of connecting at least 5,000 households experiencing homelessness to permanent supportive housing and stabilizing at least 10,000 households at risk of or experiencing homelessness in permanent housing. *(Metro staff are currently validating County data and expect to confirm this by end of October 2025.)*
- **Establishing regional Population A and B definition alignment** and consistent financial reporting
- **Developing a regional plan** featuring six implementation strategies identified by the Tri-County Planning Body
- **Integrating SHS-funded supportive services and rent assistance with Metro affordable housing bond-funded capital investments** and creating 853 new permanent supportive housing units

These accomplishments provide a solid foundation for the next phase of SHS, as Metro and its partners focus on deepening regional impact, improving system performance, and ensuring better accountability to the public.

ATTACHMENTS

None.

Materials following this page were distributed at the meeting.

Oct. 14, 2025

Washington County one-time SHS Admin funds request



Washington County: One-time funding investments framework

- Board adopted framework May 27, 2025
- Investment priorities
 1. Financial protections
 2. Long-term sustainability
 3. Community opportunities

Washington County: Proposal for one-time investments

\$10 million

- **Up to \$4 million (40%)** to restore eviction prevention funding and restart eviction prevention services, over two years
 - **Up to \$6 million (60%)** to address verified capital budget gaps for eligible projects
- 

Background: Restore eviction prevention funding

- 60% cut in state eviction prevention funding this year — with no notice
- All eviction prevention efforts now on hold in Washington County
- Last year:
 - \$3.8M invested through Oregon Eviction Diversion & Prevention (OREDAP)
 - \$5,900 avg. per household to prevent eviction
 - 91% remained stably housed after one-time help
 - Most households served: single moms aged 25–44
 - Program run by Community Action

Background: Capital projects

- Rising construction costs and timeline delays threaten project completion
- Budget gaps impacting several active housing projects
 - shelter, access center, or transitional housing capital projects
- Proposed one-time gap funding
 - Only for Board-approved projects
 - Must be under legal contract with the Department of Housing Services

Washington County: Funding investment timeline

- **Summer 2025**
 - Washington County staff developed recommendations based on one-time community needs
 - Homeless Solutions Advisory Council reviewed and provided feedback
- **Aug 26, 2025** - Recommendation presented to Board of County Commissioners (BCC)
- **Oct 14, 2025** - Official funding request submitted to Metro Council

Thank you!



Oct. 14, 2025

Metro Supportive Housing Services: Current State



Today's Presentation: Level setting

1. Building a regional system of care
2. Progress made, lessons learned
3. Recap engagement work (Feb 2024 – June 2025)
4. State and Federal headwinds
5. Upcoming Metro Council engagement

GOAL: Level setting for Council consideration of reforms



Building a regional system of care

Governance: county intergovernmental agreements

Goals and metrics: 2020 SHS Workplan

Operationalizing Governance, Goals and Metrics

- Tri County Planning Body
- Reporting structures
- SHS Oversight Committee
- Definitions and standards
- Monitoring and evaluation
- Data sharing

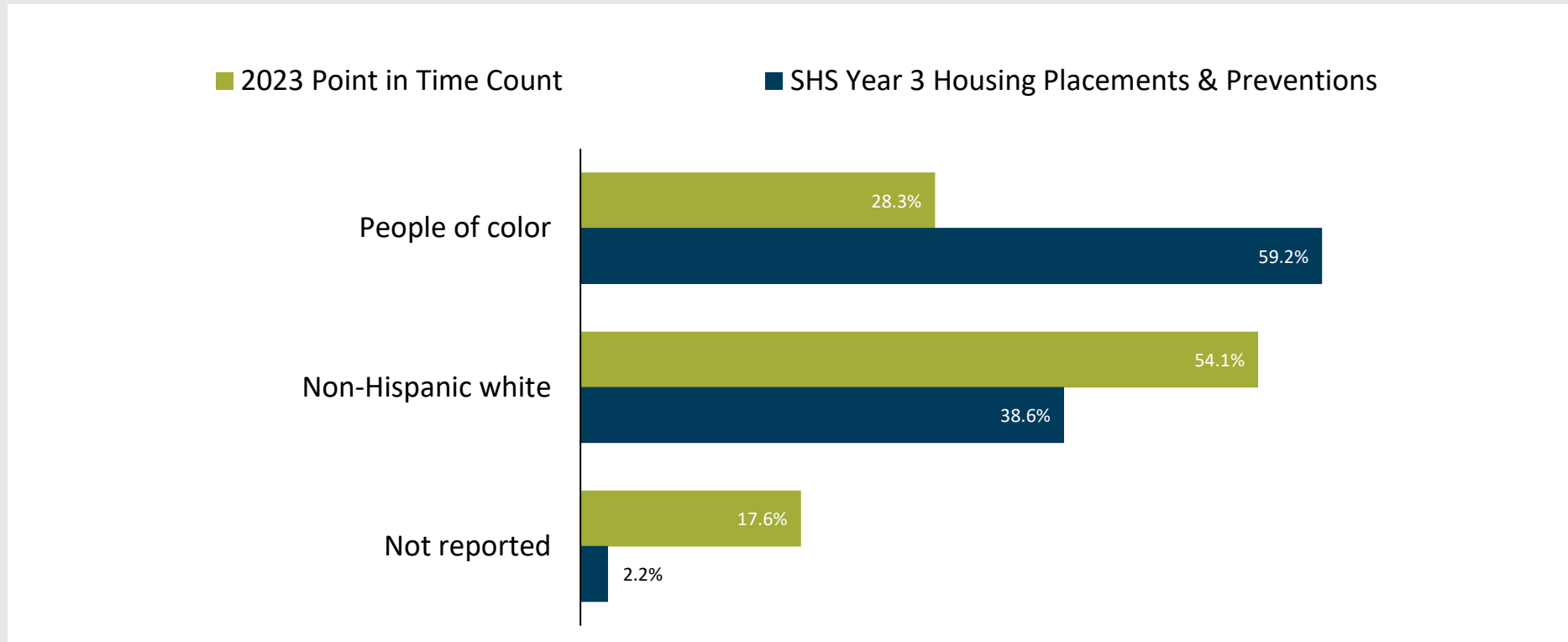


Progress: SHS at the halfway point

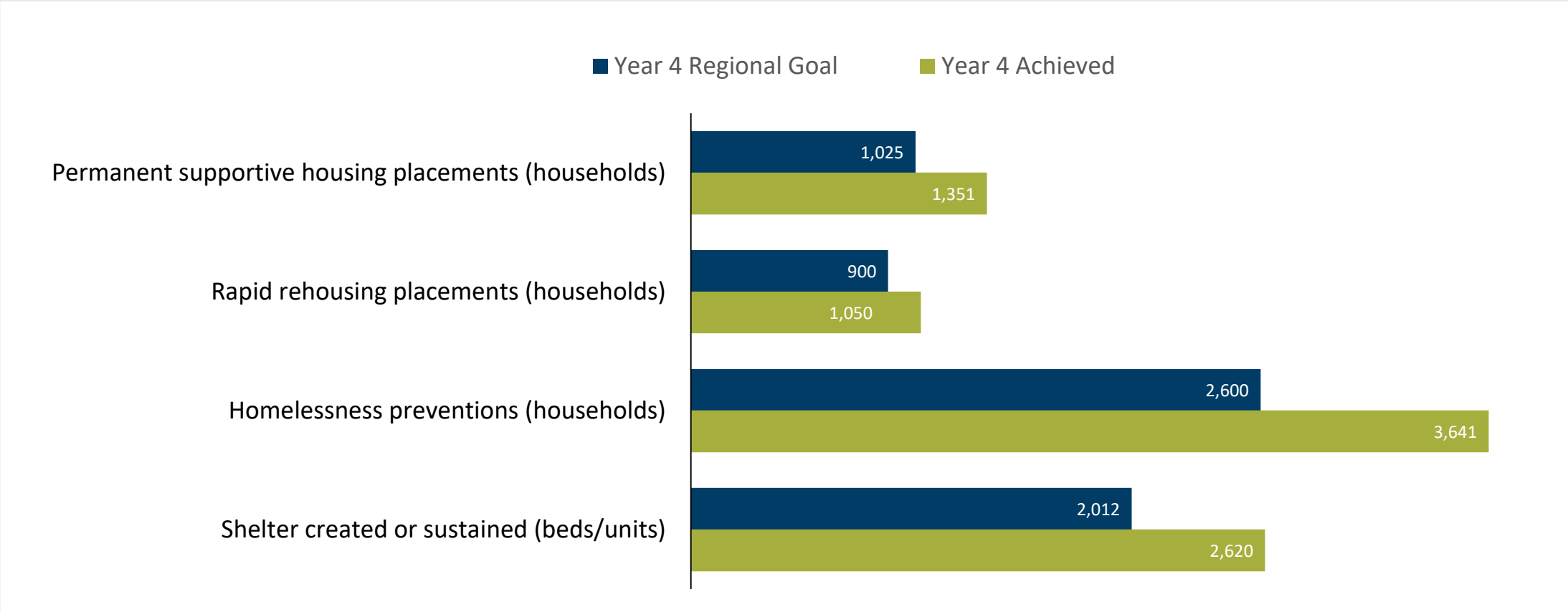
- 2020 SHS Workplan goals – **near completion**
- Regional goals and plans – **finalized**
- Regional reporting alignment – **ongoing**
- Integrated SHS and Bond – **ongoing**



Progress through Year 4



Progress through Year 4



Lessons learned & key opportunities

Dual Committees

Inefficient processes resulting in delayed implementation.

Role Clarity

Metro's role as funder and as system steward requires greater clarity for partners.

IGA implementation

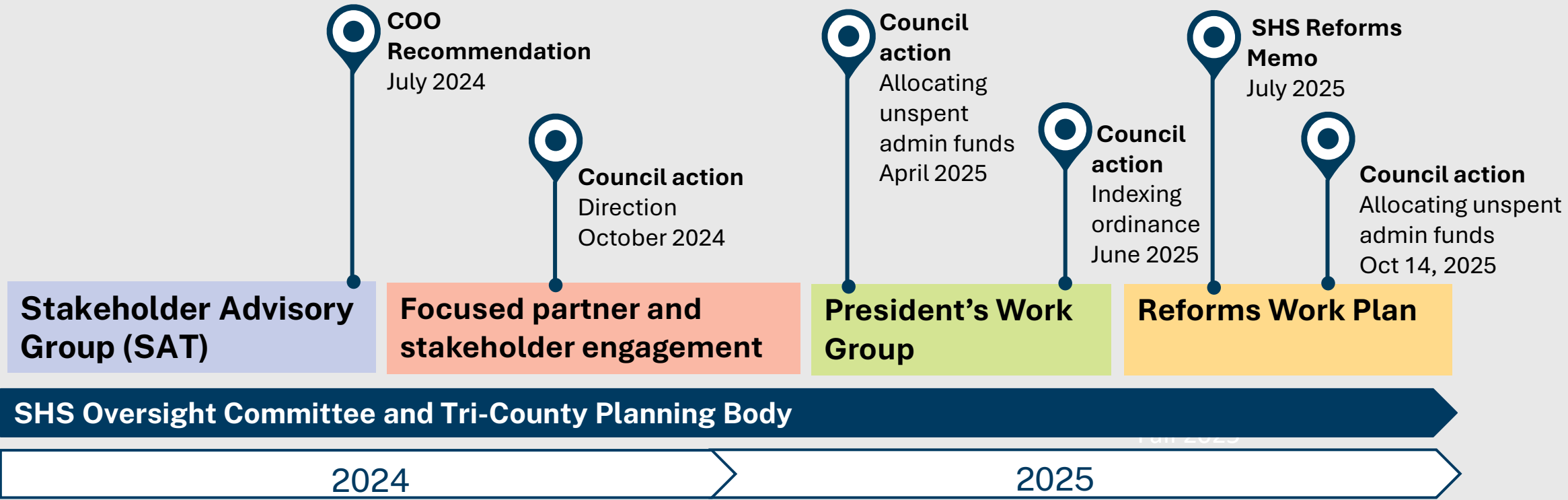
Greater specificity needed to meet practical needs.

Regional Investments

Tracking and oversight for Regional Investment Fund requires improvement.



SHS Reform: Engagement



SHS Reform: Engaged groups

Central City Concern

Centro Cultural

Coalition of Communities of Color

Clackamas Women's Services

Community Housing Fund

CPAH

Habitat for Humanity

Hacienda CDC

HereTogether Oregon

HomePlate Youth Services

Housing Oregon

Immigrant and Refugee Community Organization

Latino Policy Council

Latino Network

Native American Youth and Family Center

Northwest Health Foundation

Portland Community Reinvestment Initiative

REACH CDC

Self-Enhancement Inc.

Welcome Home Coalition



SHS Reform: Engaged groups

Clackamas County	SHS Oversight Committee	BridgeWorks Capital	North Clackamas Chamber
Multnomah County		Business for a Better Portland	Northwest Oregon Labor Council
Washington County	Tri-County Planning Body	Clackamas County Business Alliance (CCBA)	Portland Metro Chamber
Home Forward	Bond Oversight Committee	Colas Construction	Portland Metropolitan Association of Realtors®
City of Beaverton	CORE	Columbia Pacific Building Trades Council	StoneStable
City of Gresham	OHCS	Diverse Realty Group	Walsh Construction
City of Lake Oswego	CareOregon	Jordan Ramis	Western States Regional Council of Carpenters
City of Milwaukie	Health Share	Killian Pacific	Westside Economic Alliance
City of Portland			
City of Sherwood			



Engagement Feedback: Consistent themes

- Clear regional alignment
- Governance, accountability and streamlined decision-making
- Updated regional goals and key performance indicators
- Outcomes transparency



Reforms Work Plan

- More efficient, more streamlined, more transparent
- Reform areas:
 - Consolidate existing governance structures
 - Establish regional key performance indicators
 - Increase data and financial transparency
 - Improve strategic regional investments



SHS Reforms: Supporting Projects

- SHS System Evaluation
- Evaluation framework through HRAC
- Data collection
- Monitoring with counties
- Recommendations from Tri County Planning Body and SHS Oversight Committee

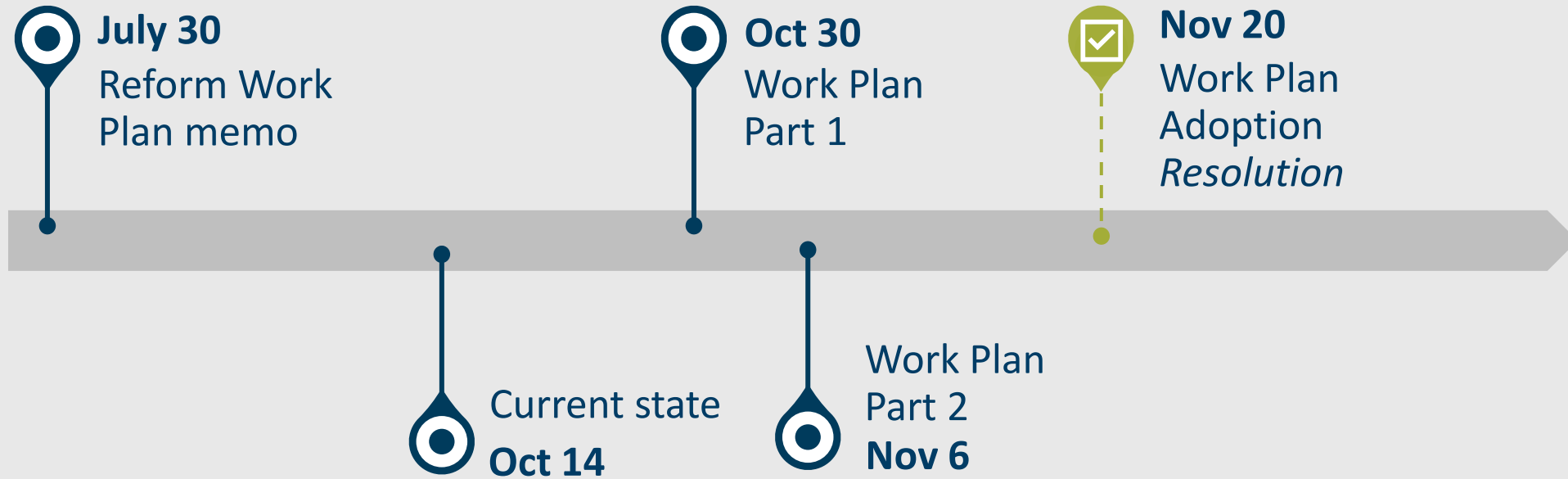


State and Federal Headwinds

- Greater funding uncertainty
- State budget reductions and projected revenue shortfalls for partners
- Federal administration signaled a significant shift in CoC funding allocations
- Metro's SHS fund is critical to the region's stability



Reforms Work Plan: Adoption timeline



Discussion

