

Supportive Housing Services Regional Policy Oversight Committee (SHS RPOC) agenda

Wednesday, June 10, 2026

3:00 PM

Metro Regional Center, Council Chamber,
Zoom Meeting ID: 992 8075 2363 Meeting
password: 137066 Meeting phone:
971-247-1195 , 888-475-4499;
<https://zoom.us/j/99280752363>

1. Call to Order, Declaration of a Quorum & Introductions

1.1 Call to Order and Declaration of Quorum

[COM](#)
[26-1120](#)

Presenter(s): Chair Juan Carlos Gonzalez (he/him), Metro
Raahi Reddy (she/her), Estolano Advisors

2. Consent Agenda

2.1 Consent Agenda: May Meeting Minutes

[COM](#)
[26-1121](#)

Attachments: [May 13 RPOC Meeting Minutes](#)

3. Staff Updates

3.1 Staff Updates

[COM](#)
[26-1122](#)

Presenter(s): Liam Frost (he/him), Metro

Attachments: [Q3 Reporting RPOC - Summary and Presentation navigation summar](#)
[Clackamas County SHS Quarterly Report FY 2026 Q3](#)
[Multnomah County SHS Quarterly Report FY 2026 Q3](#)
[Washington County SHS Quarterly Report FY 2026 Q3](#)
[SHS Financial Report - FY26 Q3 \(through Mar 2026\)](#)

4. Information/Discussion items

-
- 4.1 SHS Reforms: Deep dive on SHS goals and regional KPI [COM](#)
[26-1123](#)
- Presenter(s): Liam Frost (he/him), Metro
Lizzie Cisneros (she/her), Metro
- Attachments: [KEI KPI RPOC Agenda Item Summary and Presentation](#)
[SHS Data Workgroup Proposed Goals summary](#)
[Regional Coordination & Alignment KPI Summary and Next Steps](#)
- 4.2 Regional Investment Fund and Tri-County Planning Body [COM](#)
regional plan [26-1124](#)
- Presenter(s): Punneh Abdolhosseini (she/her), Metro
- Attachments: [RIF - Summary and Presentation Navigation summary](#)
[TCPB Regional Plan](#)
[Regional Investment Fund FAQ](#)
[Resolution No. 26-5567](#)

5. Public Communication on Agenda Items

Submit written testimony by emailing housingservices@oregonmetro.gov. Written testimony received by 4 p.m. the Friday before the meeting will be shared with the committee in advance. All written testimony received will be added to the meeting record. Written testimony received after the 4 p.m. deadline may be shared with the committee after the meeting.

Those wishing to testify orally are encouraged to sign up in advance by either: (a) contacting the program assistant by email at housingservices@oregonmetro.gov and providing your name and the agenda item on which you wish to testify or (b) if time permits, you may be able to testify without prior notice by letting the facilitator know during the public testimony period in the virtual meeting.

Individuals will have three minutes to testify unless otherwise stated at the meeting.

6. Adjourn

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ១ សំណុំគំរោងអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានការបណ្តឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។

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January 2021



Metro

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

Agenda #: 2.1

File #: COM 26-1121

Agenda Date: 6/10/2026

Consent Agenda: May Meeting Minutes

Meeting Minutes

Meeting: Supportive Housing Services Regional Policy and Oversight Committee
Date/time: Wednesday, May 13, 2026 | 3 p.m. to 6 p.m.
Place: Virtual meeting (Zoom)
Purpose: Review RPOC seven-month agenda overview; discuss group agreements decision-making process; provide feedback on regional coordination KPIs; and engage in Q&A on FY27 draft county annual work plans.

Members Present

Juan Carlos González (he/him/él) (Chair), Metro Council
Christine Lewis (she/her), Metro Council
Duncan Hwang (he/him), Metro Council
Ben West, Clackamas County Board of Commissioners
Shannon Singleton (she/her), Multnomah County Board of Commissioners
Jerry Willey (he/him), Washington County Board of Commissioners
Joe Buck (he/him), City of Lake Oswego, Cities of Clackamas County
Beach Pace, City of Hillsboro, Cities of Washington County
Adam Brown (he/him), Multnomah County District Attorney's Office
Andrew Rowe (he/him/el), Portland Metro Chamber
Angela Martin (she/her), HereTogether
Brigitte Rodríguez (she/her/ella), El Programa Hispano Católica
Mindy Stadtlander, Health Share of Oregon
Peter Rosenblatt (he/him), NW Housing Alternatives
Zoila Coppiano (she/ella), Community Action
Gretchen Kent (she/her), Autzen Foundation
Margarat Salazar (she/her), Reach Community Development
Mike Savara (he/him), Oregon Housing and Community Services

Alternates Present

Jason Snider, Washington County
Lisa Batey, Cities of Clackamas County
Jairo Rios-Campos, Cities of Multnomah County
Lacey Beaty, Cities of Washington County

John Serra, Tri-Met

Note: Commissioner Snider served as the Washington County representative following Commissioner Wiley's departure from the meeting midway due to a prior obligation.

Members Excused

Keith Wilson (he/him), City of Portland

Metro Staff

Liam Frost (he/him), Housing Director

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

Punneh Abdolhosseini (she/her), SHS Policy Manager

Cole Merkel (he/him), SHS Regional Capacity Manager

Lizzie Cisneros (she/her), SHS Regional Oversight Manager

Facilitation Team

Raahi Reddi (she/her), Facilitator, Estolano Advisors

Ellen Bini (she/her), Estolano Advisors

Note: The meeting was recorded via Zoom. Please review the recording and archived meeting packet for additional detail and presentation slides.

Summary of Recommendations for Metro Council Consideration

None at this time.

Summary of Meeting Decisions

The committee approved the meeting minutes from April 15.

1. Call to Order and Declaration of a Quorum

Supportive Housing Services Regional Policy and Oversight Committee (SHS RPOC) Chair Juan Carlos González, Metro Councilor, called the meeting to order at 3:05 p.m. Chair González provided a high-level overview of the agenda before Raahi Reddi, Estolano Advisors, called roll. Chair González declared a quorum.

Raahi went over the safety and emergency plan for the members of the committee. She then gave a more in-depth overview of the agenda which included, review of the seven-month RPOC agenda, discussion of group agreements and decision-making, continued work on key performance indicators, key environmental impacts, and goals, a Q&A on the FY27 county annual work plans and public comments.

2. Staff Updates

Liam Frost, Metro, alerted the committee that Councilor Lewis was attending a groundbreaking for one of the Affordable Housing Bond projects and would join later in the meeting. He went over items that were shared in the meeting packet that the committee may want to review such as the by-laws, Mentimeter activity results, and a guide to voting. Additionally, he thanked Angela Martin, HereTogether, for sharing resources with the committee. He asked if the committee wants to share materials with their fellow committee members; they can email them to Metro staff, and they will be sent separately to the meeting packet. He acknowledged that Multnomah County and the City of Portland are going through a difficult budget cycle and asks that the committee respects that while also moving forward toward the shared goal of regionalizing the Supportive Housing Services (SHS) system.

3. Information/Discussion Items

3.1 RPOC 7-Month Agenda Overview

Chair González, Metro, asked the committee to review a printed document that showed the committee the major work items. These items included absorbing the previous two committee's responsibilities of oversight and policy while also creating new work. He reminded the committee that the group is an advisory body to the Metro Council and that the council establishes the committee's direction. He stressed that while the agendas are full and the committee is taking on a lot of work, that the councilors wanted there to still be a degree of flexibility to changing landscapes and needs. He stated that this could look like longer meetings, subcommittees, or adjusting agenda topics.

Yesenia Delgado, Metro, walked the committee through the seven-month agenda. She explained that this is staffs best proposal and thinking in terms of how to plan the next several

months of meetings focusing on core duties, like oversight and policy recommendations, and implementing SHS reforms like continuous quality improvement. She shared that Fall will be especially busy with the committee reviewing county annual reports, and balancing Metro Council's priorities. She stated that staff are open to feedback and would help to answer any questions that the committee may have.

Discussion and Q&A

- Question: Andrew Rowe, Portland Metro Chamber, asked how feedback will be incorporated and expressed interest in discussing gaps between the resolution and the work plan. He also raised questions about whether the committee is an action oriented or deliberative body.
 - Chair González, Metro, responded that feedback can be given in the moment or by email and that working groups are possible.
- Comment: Peter Rosenblatt, Northwest Housing Alternatives, urged minimizing presentations and maximizing discussion. He asked that committee members do prep work in advance of the meetings.
- Question: Mayor Beach Pace asked whether agendas can be adjusted as the committee makes decisions.
 - Chair González, Metro, confirmed that there is flexibility and that the agenda is a “best-effort” map, not a rigid schedule.

3.2 Group Agreements and Decision-Making

Raahi Reddi (she/her), Facilitator, Estolano Advisors introduced the activity explaining how setting these standards and culture forming will support efficiency, effectiveness and public trust. Raahi then asked the committee:

“For you as an individual, what do you need to do your best work?”

Q&A and Discussion

- Comment: Zoila Coppiano, Community Action, stated that it is important that the committee shares a big purpose and demonstrate meaningful outcomes to show public accountability.
- Comment: Angela Martin, HereTogether, shared that she would like to lead with curiosity.
- Comment: Mayor Pace, City of Hillsboro, stated that they believe it is important to agree to disagree because even though there is a shared purpose, there will not always be alignment on how we achieve the goals of that shared purpose.
 - Comment: Andrew Rowe, Portland Metro Chamber, shared that great committees are built on trust and respect. He also said that it is critical that there is a bias towards action that leads to measurable outcomes.

- Comment: Brigitte Rodríguez, El Programa Hispano Católico, stated that it is important to her that we center those who are most affected by pausing and assessing who is not at the decision-making table.
- Comment: Commissioner Singleton, Multnomah County, shared that she hopes that the committee's role is not just that of a cosigner but also as a deliberator. She wants the committee to have the ability to have real conversations and work through topics together so they feel more cocreated.
- Comment: Chair Gonzalez, Metro, stated that he wanted the committee and the SHS measure to be successful. He shared that there were a few items that he reflected on for the committee: that there were "no sacred cows" or topics, people or policies immune to criticism, questioning or change; the systems need to change toward a "collective mindset versus an individualistic one", and lastly that the current system and participants can take fair criticism.
- Comment: Peter Rosenblatt, Northwest Housing Alternatives, stated that one thing he would like to hear is more congruency between county narratives and the SHS narrative.

Raahi asked the committee what it looks like to be able to show up fully regardless of if they agree with one another or not?

- Comment: Commissioner Singleton, Multnomah County, shared that for her, it is active listening and intentionally leaving space for others rather than waiting to respond.
- Comment: Mindy Stadlander, Health Share of Oregon, advocated for starting with an open conversation on the agenda topics so that input can be received by staff and followed up on.

Raahi asked the committee what it looks like for the members to show up in these spaces regionally while also representing their coalitions, constituents, boards, etc.?

- Comment: Commissioner Singleton, Multnomah County, shared that she comes with a social worker lens, centering people and ending homelessness. So rather than worrying about specific potions or places, it is important to center the people and what they need to be successful in attaining housing.
- Comment: Zoila Coppiano, Community Action, shared that it is important to have a "north star" or shared mission and goal. She explained that it means the committee can have rigorous debates while trusting and respecting one another.
- Comment: Andrew Rowe, Portland Metro Chamber, shared the Lean Six Sigma philosophy of "tough on process, soft on people"

- Comment: Gretchen Kent, Autzen Foundation, likened the committee to an Alexander Calder “art mobile.” She said that there must be balance in the space where each person plays their role to work together towards the shared goal.

Raahi rounded out the conversation emphasizing the importance of getting to know the people on the committee as individuals and building relationships. She noted that the group agreements are a living document and that they can be updated at any time by the committee. Raahi moved the group into the next half of the discussion, surrounding the voting method of the committee.

Raahi shared that the committee will have at least three official votes. She shared that the committee would be practicing voting today with approving the committee’s first set of meeting minutes. She stated that the recommendation from Metro staff for the voting process would be that staff inform the committee on a recommendation; the committee deliberates, and then votes around the specific milestones.

- Question: Commissioner Singleton, Multnomah County, asked how Metro staff are engaging with county staff who are implementing the recommendations. She wondered what happens to form the recommendations before informing the committee.
 - Yesenia Delgado, Metro, responded that it depends on the vote. For example, things like the SHS goals, KPIs and KEIs work is done collectively with the county partners to ensure that the goals and outcomes are feasible.
- Comment: Commissioner Singleton, wanted to confirm that Metro staff will commit to sharing the community engagement process. Yesenia confirmed.
- Question: Andrew Rowe, Portland Metro Chamber, asked if decision-making process for voting is consensus-based or simple majority?
 - Raahi responded that it is a modified consensus approach which essentially means that the committee is aiming for a vast majority vote, however, it does not have to be unanimous.
- Comment: Chair Gonzalez, Metro, explained what was on the slides stating that if there are ten total votes of “twos and threes” approves a vote. “Two” votes may need a little more explanation or conversation to get to a full three, but that is the methodology.
- Question: Mayor Pace, City of Hillsboro, asked what the protocol is if someone doesn’t agree with the decision being made. What is the guidance so that the committee can remain aligned with one another and not leave the room and have a different message?
- Comment: Peter Rosenblatt, Northwest Housing Alternatives, shared that it is important to share a collective voice. He shared that he believed it was okay to disagree with a vote outcome while respecting the vote process.

- Comment: Mayor Buck, City of Lake Oswego, shared that the discussion should be had in the room with the people who are voting. Once the decision is made, it should be considered as made by the committee. He then asked how the discussion moves forward if everyone is a “two” vote.
- Comment: Commissioner Singleton, Multnomah County, shared that modified consensus is common and is one way that she had successfully gotten people to agreement on other committees that do not typically agree.
- Comment: Chair González further explained that the “two” vote really meant that this person has voted ‘yes’, but they want to have their concerns or questions documented. A “one” vote is the only ‘no’ vote where they want to propose an alternative solution. He stated that he respects the committee’s time and wants to make sure that deliberation is efficient and timely while also allowing space for debate.

Raahi introduced Yesenia for the next agenda item.

3.3 SHS Reforms: Key environmental impacts, key performance indicators, and Goals

Yesenia Delgado, Metro shared what was presented on the slide deck. This included, recommending new five-year goals, KPIs and KEIs as part of the reform package. She also highlighted that there was going to be an activity on defining a KPIs for regional coordination and alignment.

She reiterated that the committee is responsible for recommending updated five-year goals and performance indicators to the Metro Council, reflecting lessons learned from early SHS implementation. She also shared that the purpose of the reform is to strengthen accountability and transparency, improve regional alignment and coordination, and ensure the system can adapt.

Yesenia continued sharing that feedback was incorporated by comparing SHS data to broader system data, Metro staff will provide clearer visuals on how KPI, KEI, and goals intersect, and acknowledged the fact that staff are currently working on baseline and performance measures that will be shared in June.

She shared the timeline for decision making around this reform goal as June 10 includes a presentation on the baselines and performance measures, then the July 8 meeting will continue the discussion and staff recommendations, August 12 the committee will vote on the goals and KPIs, and Metro Council is expected to vote in September or fall 2026. Alongside this work, she shared that the regional data dashboard will launch to support public reporting.

Raahi then described the activity that the committee was going to do in the room and on display boards to rate each part of the KPIs to show which part they agreed with or needed more discussion. They used yellow, green, and blue dots to show either a three, two or one. The blue dots indicated three points, the yellow dot indicated two points, and the green indicated one point. Three points mean they agree, two points mean they agree, but may have some questions and one point means they do not agree.

Q&A and Discussion

- Question: Angela Martin, HereTogether, asked how to respond if proposed KPIs do not fully capture regional coordination.
 - Yesenia Delgado, Metro, responded that members are encouraged to provide feedback through the exercise and follow-up communication.
- Comment: Mindy Stadtlander, Health Share Oregon, suggested metrics should reflect public perception as well as stakeholder views.
- Comment: Peter Rosenblatt, Northwest Housing Alternatives, emphasized need for system-wide data beyond SHS-funded activities.
- Comment: Commissioner Singleton, Multnomah County, highlighted differences in county data systems impacting comparability.
- Comment: Margaret Salazar, Reach CDC, emphasized the importance of consistent data definitions and aligning funding decisions with metrics.
- Comment: Andrew Rowe, Portland Metro Chamber, suggested tracking the movement of individuals across counties.
- Comment: Angela Martin, HereTogether, encouraged focusing KPIs on outcomes for people rather than process metrics.
- Comment: Chair González, Metro, highlighted the need for clear definitions and consistent measurement across the region.

3.3 Fiscal Year 2027 County Draft Annual Work Plans

Lizzie Cisneros, SHS Regional Oversight Manager, gave a high-level overview of what each county were going to share on. She informed the committee that every year, Metro puts together a template and works together with counties on goals to meet. Once the goals are decided, the counties are then responsible for updating the annual template with their data as the year progresses. Metro staff then check in with each county to see where they need support, what challenges they may be facing, and if priorities need to shift.

Discussion

Washington, Clackamas, and Multnomah Counties presented a very-high level overview of their respective proposed work plans for Fiscal Year 2027 (FY27).

Jes Larson, Washington County, shared the following highlights from the FY27 proposed workplan:

- Housing Sustainment:
 - ~2,000 previously homeless households will continue receiving housing support and case management.
 - System capacity maintained to keep households housed.
- New Housing Opportunities:
 - ~375 additional households expected to be housed through program attrition.
- System Improvements:
 - Launch of Access Centers (new system entry points):
 - Services include:
 - Showers, lockers, and storage
 - Case management access
 - Coordinated entry assessments
 - Emergency weather shelter functions
 - Plan:
 - 4 geographically distributed centers
 - 2 under construction (opening next fiscal year)
 - 1 planned in Beaverton (in partnership with cities)
- Health & Data Integration:
 - Progress with Health Share partnerships and data-sharing agreements
 - Use of a by-name list to:
 - Track individuals served
 - Connect to behavioral health services
 - Improve program decisions and outcomes

Breanna Flores, Multnomah County, shared the following highlights from the FY27 proposed workplan:

- Shift to Housing Retention:
 - Emphasis now on maintaining housing stability rather than only new placements
 - Thousands supported through flexible SHS funds
- Community-Driven Planning:
 - SHS Advisory Committee (Black, Indigenous, people of color members (BIPOC), lived experience, providers)
 - Work plans reflect community recommendations and priorities
- Equity Focus:
 - Expansion of culturally specific permanent supportive housing (PSH)
 - Continued prioritization of racial equity
- Budget Considerations:
 - Strategic prioritization required due to tighter funding environment

Vahid Brown, Clackamas County shared the following highlights from the FY27 proposed workplan:

- Program Focus Shift:
 - Emphasis on housing sustainment versus new PSH placements
 - PSH placement goals already met
- Housing for Success Program:
 - New initiative for lower-acuity households in PSH
 - Features:
 - Three-year voucher support
 - Workforce case management
 - Income growth focus
 - Legal barrier reduction
 - Goal: Increase economic independence and system throughput
- Medical Respite Program:
 - Upcoming launch

- Supports individuals discharged from hospitals
- Focus on recovery and transition to housing
- Financial Challenges:
 - Anticipated revenue dip for Fiscal Year 2028
 - Rising rent costs (~10% annually) affecting Regional Long Term Rent Assistance (RLRA) program sustainability
 - Program adjustments underway to manage cost pressures

Q&A and Discussion

- Comment: Peter Rosenblatt, Northwest Housing Alternatives, expressed concern that reduced new placements may negatively impact public perception.
- Question: Angela Martin, HereTogether, asked about the lifecycle and reuse of Regional Long-term Assistance (RLRA) vouchers and how outcomes are measured.
 - Vahid Brown, Clackamas County, explained that turnover depends on funding conditions, rent increases, and program performance; future capacity remains uncertain.
- Comment: Margaret Salazar, Reach CDC, encouraged stronger partnerships with affordable housing providers and highlighted existing unit vacancies.
- Question: Mayor Joe Buck, City of Lake Oswego, asked how plans measure broader community impacts such as public safety, economic conditions, and overall system outcomes.
- Question: Andrew Rowe, Portland Metro Chamber, asked how data can better show trends over time to build public confidence.
- Comment: Commissioner Snider, Washington County alternate, noted that reduced placements reflect a system operating at capacity and emphasized the need for improved efficiency and transitions out of programs.
- Question: Acting President Councilor Duncan Hwang, Metro, asked why other housing programs had 25 households served. He also pointed to the lack of efficiency with there being presentations that have three separate answers and taking three times longer to respond to. Felt it was emblematic of the system of a whole. Another question he posed was, “how much redundancy do we have, and how much is going to the backend support?” Believes having a regional system may be able to streamline some of that. Pointed to federal and local funds being lower which also required this system to be more efficient.
- Comment: Gretchen Kent, Autzen Foundation, spoke to the public perception, herself included, that some of the housing being offered to people were not suitable due to living

conditions. Questioned whether the quality of the housing was safe for women, children, and people from marginalized communities.

- Comment: Commissioner Shannon Singleton expressed concern about affordable housing being raised in these conversations without naming that the development for 0-30% AMI was not adequate, when that is also where many folks in the system were at. Stated that we could not reach the goal of ending homelessness if there is no housing where they can afford to live. Said this might be topic that needs more discussion.
- Comment: Mindy Stadtlander, Health Share Oregon, told county partners that the information presented was only a part of their budgets and there were other factors such as constrained resources they would be facing over the next year. Said it would be helpful for partners to provide more context to the larger impacts they anticipate to help the committee prioritize issues.

4. Consent Agenda

Motion: Peter Rosenblatt moved to approve the April meeting minutes, seconded by Mayor Buck.

Action: The consent agenda was unanimously approved.

5. Public Communication on Agenda Items

Chair Gonzalez read aloud the instructions for providing public testimony.

Cameran Murphy, Boys and Girls Aid, raised concerns about topics for next month including the Regional Investment Fund, and how it would be used for risk mitigation. They advocated for the fact that the risk mitigation program is an underutilized resource that if expanded, households that are in a limited time program, who are not always successful, may have a different outcome if they could be serviced by these funds.

Chris Christensen, candidate for Metro Council President voiced concerns around the Supportive Housing Services tax, and financial allocations, specifically shifting views toward law enforcement, modular housing, and mental health.

6. Closing & Next Steps

Next steps include:

- Next meeting: Wednesday, June 10, 2026 | 3-6 p.m.

7. Adjourn

The meeting adjourned at 6:04 p.m.

Respectfully Submitted,

Finnegan Budd

Housing Department Program Assistant



Metro

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

Agenda #: 3.1

File #: COM 26-1122

Agenda Date: 6/10/2026

Staff Updates

Liam Frost (he/him), Metro



Regional Policy Oversight Committee

Agenda Item Summary and Presentation Navigation Tool

Agenda Item Number: 3.1

Agenda Item Title: Staff Updates

Presenters: Liam Frost, Director

Executive Summary:

Each year county partners submit their required Annual Work Plans, which are designed to connect back to each county Local Implementation Plan. Throughout the fiscal year, county partners send quarterly report updates to share their quantitative and qualitative progress, and financial progress towards their annual work plans and annual budgets.

County partners have already met all regional placement goals as of quarter three. The progress reported below reflects both the winding down of new placements and highlights the number of placements around households. This captures all households that have been placed, not just current active ongoing households. Programs for all placements include Permanent Supportive Housing (PSH), Rapid Rehousing Placement (RRP), and other housing programs.

FY26 Q3 Regional Progress:

- Supportive housing placements: **593 households, 134% of goal**
- Rapid rehousing placements: **809 households, 107% of goal**
- Homelessness prevention: **2,688 households, 108% of goal**
- Shelter units: **2,036 units, 95% of goal**
- **All placements from year one: 10,468 households**

FY26 Q3 Financial Summary Report

Metro designed this quarterly report to provide the information necessary for the SHS Oversight Committee to monitor financial aspects of program administration. It includes details on tax collection revenue, tax collection costs, administrative costs, and program costs. County financial information comes from the quarterly finance reports provided by the counties as part of their quarterly progress reports, and any updates or additional information received from the counties.

Requested Action:

☒ Information Only

☐ Discussion

☐ Recommendation

☐ Vote/Approval

☐ Other:

Presentation Navigation Tool

Presentation Topic / Discussion Area	Supporting Document	Packet Page(s)	Notes
Staff Updates	Metro Council work session May 26, 2026	pp.	For the FY26 Q3 Metro Council presentation, start the presentation at 45:35 here .
	Clackamas County SHS - Q3 - 2026	pp.	
	Multnomah County SHS Q3 - 2026	pp.	
	Washington County SHS Q3 – 2026	pp.	
	SHS Financial Report Q3 – 2026	pp.	The full tax collection summary, forecast, and analysis are available here .

SUPPORTIVE HOUSING SERVICES QUARTERLY REPORT

SUBMITTED BY (COUNTY): CLACKAMAS

FISCAL YEAR: 2025-2026

QUARTER: Q3

The following information should be submitted 45 calendar days after the end of each quarter, per IGA requirements. When that day falls on a weekend, reports are due the following Monday.

	Q1	Q2	Q3	Q4
<i>Report Due</i>	Nov 15	Feb 15	May 15	Aug 15
<i>Reporting Period</i>	Jul 1 – Sep 30	Oct 1 – Dec 31	Jan 1 – Mar 31	Apr 1 – Jun 30

Please do not change the formatting of margins, fonts, alignment, or section titles.

	Permanent Supportive Housing <i>(Households)</i>	Rapid Re- Housing <i>(Households)</i>	Housing with Services <i>(Households)</i>	Prevention <i>(Households)</i>	Shelter Units
YTD Progress ¹	60	186	69	1,480	246
Goal	20	200	40	1,500	230
SHS Year 1 to Current Date	1,171	568	69	4,815	246

Section 1. Progress narrative

Executive Summary

Supportive Housing Services programs are transforming Clackamas County's residents' lives, from preventing homelessness to stabilizing people in housing for good. By the end of the third quarter of this fiscal year Clackamas County is on track to exceed all of its quantitative goals and fulfill all qualitative goals set forth in the Annual Work Plan. Staff are working on budget development and contract renewals, which will frame our work for the upcoming fiscal year.

¹ *The data received each quarter may be slightly different than the revised and most up-to-date information received in the Annual Report. Data from the Annual Report will be used for final year-end figures.*

Training and Engagement

Throughout the fiscal year, Clackamas County has offered a diverse menu of trainings, technical assistance, and professional development opportunities, meeting our annual work plan commitment to do so. Service providers have deepened their expertise in subject matter areas from coordinated entry to case management to health and housing integration. Collectively, these trainings and engagements are advancing system-wide quality of service and reinforcing provider capacity.

The **Program Team** facilitated a range of trainings and technical assistance to address both skill development and day-to-day operational support for providers. Of note, the **Assertive Engagement** training series, in partnership with Clackamas Women's Services, El Programa Hispano Católico, and Northwest Family Services, were well-attended, drawing 45 to 70 trainees at each of the six 90-minute sessions. Assertive Engagement skills augment case management through strengths-based and trauma-informed practices. Attendees have embraced Assertive Engagement practices and reported the approach as helpful in both internal case conferencing and one-on-one meetings in which challenging situations are discussed. Additional trainings have featured topics including **domestic violence**, the social security benefits process, de-escalating interactions, home visit safety, **extreme weather shelter**, hoarding, and financial education. A **suicide prevention** training was also hosted in partnership with the County's Public Health division, teaching staff how to recognize warning signs of suicidality and intervene. Hands-on **technical assistance** was also provided to providers to support onboarding processes, policy review, program navigation, and capacity building.

The **Health-Housing Integration Team** launched new on-demand, self-paced **e-learning modules** for housing case managers on topics like privacy and security, terminations and evictions, and Oregon landlord-tenant law basics. Providers delivering Health-Related Social Needs (HRSN) services are also welcomed to monthly meetings to share best practices and navigate HRSN processes and policy changes; providers share their successes, troubleshoot immediate challenges, and problem-solve for systems level improvement. The Health-Housing Integration Team also provides step-by-step workflows, how-to documents, and standard communication templates with provider partners navigating HRSN service delivery.

Several equity-focused engagement events have reached providers across the county with opportunities to learn, reflect, and apply culturally responsive practices. Three **Equity Connections Lunch & Learn** sessions have focused on topics like elevating unheard voices, identity and belonging in service delivery, and supporting immigrants and refugees in housing systems. The sessions are consistently drawing participation from seven to eight service providers and are strengthening collaboration, peer learning, and practical strategies to incorporate culturally responsive approaches across housing programs. In addition to the Lunch & Learns, two **Housing Services Community Meetings** have engaged more than 50 participants each in structured dialogue on language access, documentation barriers, trauma-informed property management, and fair housing protections.

The **Data Team** hosts **Quarterly Data Quality Meetings**, covering a broad range of topics intersecting with HMIS such as service transactions, client profiles, and releases of information. Top performers in data quality and completeness are recognized and celebrated in the meetings, reinforcing the space as a community of practice. The Data Team also revamped their **HMIS new user orientation**, offering a standardized HMIS orientation with no registration necessary, held weekly, virtually and in-person, in the

mornings and afternoons, and in Spanish. Monthly **booster trainings** supplement learnings on topics like housing move-in dates, households and referrals, and reporting.

Finally, the **Coordinated Housing Access Team** hosted two **Housing First Response** trainings this year. Two cohorts have completed this intensive two-day training covering system mapping, diversion, crisis neuroscience, de-escalation, and resource navigation. By request, the team also offers a System Tour to new community partners, orienting them to the county's coordinated entry system, the By Name List process, and referral workflows.

Health-Housing Case Conferencing

Health-Housing Case Conferencing is helping people experiencing and at risk of homelessness to meet their health needs, increase referrals to primary care, specialty care, and other programs and services, and coordinate care to help case managers and participants to navigate health systems. The forum brings together health system partners, including Health Share, CareOregon, Providence, Kaiser Permanente, OHSU, Trillium, ODHS Aging and People with Disabilities, Veterans Affairs, Clackamas Behavioral Health, and a peer representative from Mental Health & Addiction Association of Oregon, alongside housing providers who bring cases of people needing health services.

Households served typically face heightened barriers to health care access, including individuals who do not use English as their primary language, immigrants and refugees, and people of color. To habituate increased care and attention to these households, Clackamas County implemented a follow-along policy for all participants receiving Health-Housing Case Conferencing, engaging health care partners and housing managers, and ensuring equitable outcomes. In practice the Health-Housing Integration Team follows up with case managers to track past-conferenced participant outcomes and needs. Through Q3, 99% of all Health-Housing Case Conferencing households reported their needs were fully or partially met. The implementation of the follow-along policy marks the achievement of our annual work plan goal, and the results speak to the improvement of health and housing outcomes for some of our most vulnerable community members, while advancing equity and building lasting capacity across the provider network.

Leveraged Funds

Continuum of Care

In April, Clackamas County was awarded \$2M in HUD Continuum of Care renewal funding, supporting our Homeless Management Information System, coordinated entry, and permanent housing and rapid rehousing projects. The renewal funds projects whose funding is expiring and is expected to be a partial award for the year. Funding advances the community-wide goal of ending homelessness by supporting community based organizations in permanent supportive housing and rapid rehousing programs, along with coordinated entry and system planning projects.

Resource Centers

Supported by state funds from Oregon House Bill 5202 and Senate Bill 5011, the Molalla and Estacada Resource Centers represent rural investment in homeless services. Grant agreements for architectural, design, and construction improvements were developed in Q3 and executed early in Q4. The resource centers will serve as a welcoming access point where people experiencing homelessness can connect with shelter placement, permanent housing, recovery services, public benefits, and employment services.

Blossom & Community



Blossom & Community

In Q3 families continued moving into the newly completed Blossom & Community, a 100-unit affordable housing development, including 8 Permanent Supportive Housing units backed by project-based vouchers and services funded by SHS. One resident, a survivor of domestic violence, describes Blossom & Community as “a blessing” for herself and her young daughter, offering the safety and stability they needed after leaving temporary DV housing in Portland. Another resident, a longtime public housing resident in her late 70s, was initially nervous about leaving her old unit but has settled in comfortably and regularly welcomes family into her new apartment. Another resident credits Blossom & Community with transforming her family’s trajectory; after being selected from the waitlist, securing housing allowed her to fulfill the final requirement of her Child Protective Services reunification plan, resulting in dropped charges and a fresh start for her family. Across generations and circumstances, Blossom & Community is providing safe, stable, and affordable housing for the residents who call it home.

Program Highlights

City of Happy Valley HEART Program

The Happy Valley Empathy and Assistance Resource Team Program is a city-led initiative that provides direct engagement, service navigation, and community coordination through a community service officer who encounters individuals experiencing or at risk of homelessness. One recent success story involves L (name redacted for privacy), a chronically homeless individual with substance use challenges. At first, L declined assistance, but the HEART officer maintained a respectful, supportive presence. About two weeks later, L reinitiated contact following a relapse and expressed a genuine willingness to accept help. The HEART officer assessed L’s needs and identified addiction support, a stable environment free from negative influences, and access to reliable communication as priorities. L was connected with LoveOne’s outreach worker Hollie, who initiated services based on L’s needs. HEART has a patient, person-centered approach, meets people where they are, honors their autonomy, and is ready to help when the time is right.

Resource Navigation Program

J (name redacted for privacy) is a Certified Nursing Assistant who was working two jobs 80 miles apart and had been living in his car for two months after leaving an unsafe, unsanitary housing situation that had harmed his health. Clackamas County Resource Navigator Kelley began working with J in January and

quickly recognized that immediate stabilization was essential to preserving his employment. Using SHS flexible funds, Kelley provided practical support, like a gas card for J's long commutes, an ice chest for food storage, and a camp stove for meal preparation. When J's car was towed while he was at work, putting both his belongings and his livelihood at risk, Kelley secured supervisor approval to retrieve the vehicle to prevent further crisis. Through consistent, creative problem-solving and steady engagement, J remained connected to services, and in April, he secured a small accessory dwelling unit, finally giving him a stable foundation from which to, in his own words, "focus on self and future tasks."

Oregon City Caring Court

This fiscal year Oregon City launched its first Caring Court, a city-led initiative combining judicial supervision with coordinated supportive services. Caring Court is designed specifically to connect individuals that commit low level crimes with resources that will help them build accountability, resilience, and life skills, and reduce the rate of recidivism. Participants meet regularly with their support team, which includes their court judge, court staff, prosecutor, attorney, outreach specialists, and treatment providers, following structured plans often including counseling, substance use treatment, mental health care, job training, and community service. Those who meet their goals graduate from the program with greater stability and a significantly reduced risk of returning to the justice system.



Oregon City Caring Court Team

Although Caring Court is relatively new, outcomes align with national research on problem-solving courts. Studies consistently show that participants in these courts are significantly less likely to reoffend than those processed through traditional systems. Oregon City Caring Court has a recidivism rate of 0.03%, an extremely low rate that is reducing strain on law enforcement and emergency services, and increasing overall safety of the community.

Recent graduates illustrate the program's reach: one completed a substance use treatment program, celebrated 60 days of sobriety, reconnected with family, and secured six months of stable housing; another obtained identification and social security cards, reunited with family members, and secured a shelter bed. Another graduate created a resume, found employment, stabilized in housing, and applied to rental assistance waiting lists.

Caring Court has 30 current participants and 15 graduates, with an average court attendance rate of 85%. Average length of court engagement is 12 weeks, with follow-up services and support available for one year.

Caring Court Participants actively contribute to the community by completing community service while building pro-social skills, accountability, and a sense of belonging. Service projects are short in duration and tailored to participant abilities. To date Caring Court participants completed 244 hours of community service and contributed to projects including making cards for Meals on Wheels, assembling naloxone kits, organizing a clothing closet, and painting rocks for the Pioneer Community Garden.

Recognizing the importance of meeting people’s basic needs before they are able to engage in services, every Caring Court session begins with a large sack lunch—200 served to date through a partnership with The Father’s Heart. Additional food support is provided through Clackamas Service Center and a partnership with Ten O’Clock Church Food Pantry and OC Price.

Caring Court also functions as an open-door resource hub, with providers like LoveOne, Parrot Creek, NAMI, DHS, and 4D maintaining a steady presence. Individuals can check on their benefits, access treatment, or get hygiene supplies or a sack lunch. At least one service provider is present at every session, and 21 walk-in guests have accessed services since launch.

Caring Court reflects both the depth of need in the community and the effectiveness of a justice model built on barrier-reducing supportive interventions that meet people where they are.

Section 2. Data and data disaggregation ²

Please use the following table to provide and disaggregate data on Population A, Population B housing placement outcomes and homelessness prevention outcomes. Please use your local methodologies for tracking and reporting on Populations A and B. You can provide context for the data you provided in the context narrative below.

Section 2.A Housing Stability Outcomes: Placements & Preventions

Housing Placements By Intervention Type: Permanent Supportive Housing

Number of housing placements-Permanent Supportive Housing	Current Quarter	Year to Date					
	Number	Subset-Population A placed into PSH	Percentage: Population A	Subset-Population B placed in PSH	Percentage: Population B	Number	Percentage of Annual Goal
Total People	36					118	--

² *The data received each quarter may be slightly different than the revised and most up-to-date information received in the Annual Report. Data from the Annual Report will be used for final year-end figures.*

Total Households	22	53	88.3%	7	11.7%	60	300.0%
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Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	1	2.8%	2	1.7%
Asian or Asian American	--	--	1	0.8%
Black, African American or African	4	11.1%	6	5.1%
Hispanic/Latina/e/o	12	33.3%	27	22.9%
Middle Eastern or North African	--	--	--	--
Native Hawaiian or Pacific Islander	--	--	1	0.8%
White	30	83.3%	92	78.0%
Non-Hispanic White (subset of White category)	20	55.6%	67	56.8%
Client doesn't know	1	2.8%	1	0.8%
Client prefers not to answer	1	2.8%	1	0.8%
Data Not Collected	1	2.8%	2	1.7%
Disability status				
	#	%	#	%
Persons with disabilities	25	69.4%	65	55.1%
Persons without disabilities	10	27.8%	50	42.4%
Disability unreported	1	2.8%	3	2.5%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	26	72.2%	76	64.4%
Man (Boy, if child)	10	27.8%	37	31.4%
Culturally Specific Identity	--	--	--	--
Non-Binary	--	--	2	1.7%
Transgender	--	--	2	1.7%
Questioning	--	--	--	--
Different Identity	--	--	--	--
Client doesn't know	--	--	----	--
Client prefers not to answer	--	--	----	--
Data not collected	--	--	1	0.8%

(Only if Applicable) Housing Placements By Intervention Type: Housing with Services

Number of housing	Current Quarter	Year to Date
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placements- Housing with Services	Number	Subset- Population A placed into PSH	Percentage: Population A	Subset- Population B placed in PSH	Percentage: Population B	Number	Percentage of Annual Goal
Total People	94					196	--
Total Households	34	9	13.0%	60	87.0%	69	172.5%

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	5	5.3%	16	8.2%
Asian or Asian American	--	--	2	1.0%
Black, African American or African	27	28.7%	54	27.6%
Hispanic/Latina/e/o	11	11.7%	43	21.9%
Middle Eastern or North African	--	--	--	--
Native Hawaiian or Pacific Islander	7	7.4%	11	5.6%
White	63	67.0%	139	70.9%
Non-Hispanic White (subset of White category)	55	58.5%	89	45.4%
Client doesn't know	--	--	--	--
Client prefers not to answer	--	--	--	--
Data Not Collected	--	--	--	--
Disability status				
	#	%	#	%
Persons with disabilities	14	14.9%	34	17.3%
Persons without disabilities	80	85.1%	162	82.7%
Disability unreported	--	--	--	--
Gender identity				
	#	%	#	%
Woman (Girl, if child)	55	58.5%	135	68.9%
Man (Boy, if child)	39	41.5%	61	31.1%
Culturally Specific Identity	--	--	--	--
Non-Binary	--	--	--	--
Transgender	--	--	--	--
Questioning	--	--	--	--
Different Identity	--	--	--	--
Client doesn't know	--	--	--	--
Client prefers not to answer	--	--	--	--
Data not collected	--	--	--	--

Housing Placements By Intervention Type: Housing Only

N/A

Housing Placements By Intervention Type: Rapid Re-Housing (all Rapid Re-Housing subtypes)

Number of housing placements- Rapid Re-housing	Current Quarter	Year to Date					
	Number	Subset- Population A placed into PSH	Percentage: Population A	Subset- Population B placed in PSH	Percentage: Population B	Number	Percentage of Annual Goal
Total People	100					360	--
Total Households	52	19.9%	37	80.1%	149	186	93.0%

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	7	7.0%	20	5.6%
Asian or Asian American	--	--	4	1.1%
Black, African American or African	18	18.0%	73	20.3%
Hispanic/Latina/e/o	32	32.0%	110	30.6%
Middle Eastern or North African	--	--	--	--
Native Hawaiian or Pacific Islander	6	6.0%	9	2.5%
White	75	75.0%	237	65.8%
Non-Hispanic White (subset of White category)	45	45.0%	142	39.4%
Client doesn't know	--	--	--	--
Client prefers not to answer	--	--	3	0.8%
Data Not Collected	--	--	2	0.6%
Disability status				
	#	%	#	%
Persons with disabilities	47	47.0%	153	42.5%
Persons without disabilities	53	53.0%	202	56.1%
Disability unreported	--	--	5	1.4%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	59	59.0%	211	58.6%
Man (Boy, if child)	37	37.0%	138	38.3%
Culturally Specific Identity	--	--	--	--
Non-Binary	1	1.0%	2	0.6%
Transgender	2	2.0%	4	1.1%
Questioning	1	1.0%	1	0.3%
Different Identity	--	--	--	--
Client doesn't know	--	--	--	--
Client prefers not to answer	--	--	1	0.3%
Data not collected	--	--	3	0.8%

Housing Placements By Intervention Type: Eviction and Homelessness Prevention

Number of Preventions	Current Quarter	Year to Date					
	Number	Subset- Population A placed into PSH	Percentage: Population A	Subset- Population B placed in PSH	Percentage: Population B	Number	Percentage of Annual Goal
Total People	886					3,070	--
Total Households	446	89	6.0%	1,391	94.0%	1,480	98.7%

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	31	3.5%	121	3.9%
Asian or Asian American	29	3.3%	57	1.9%
Black, African American or African	88	9.9%	368	12.0%
Hispanic/Latina/e/o	106	12.0%	608	19.8%
Middle Eastern or North African	1	0.1%	3	0.1%
Native Hawaiian or Pacific Islander	12	1.4%	47	1.5%
White	638	72.0%	2,085	67.9%
Non-Hispanic White (subset of White category)	270	30.5%	949	30.9%
Client doesn't know	8	0.9%	12	0.4%
Client prefers not to answer	43	4.9%	135	4.4%
Data Not Collected	8	0.9%	50	1.6%
Disability status				
	#	%	#	%
Persons with disabilities	253	28.6%	796	25.9%
Persons without disabilities	516	58.2%	1,875	61.1%
Disability unreported	117	13.2%	399	13.0%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	490	55.3%	1,694	55.2%
Man (Boy, if child)	360	40.6%	1,163	37.9%
Culturally Specific Identity	--	--	--	--
Non-Binary	4	0.5%	17	0.6%
Transgender	2	0.2%	14	0.5%
Questioning	--	--	--	--
Different Identity	--	--	--	--
Client doesn't know	--	--	2	0.1%
Client prefers not to answer	24	2.7%	139	4.5%

Data not collected	6	0.7%	41	1.3%
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Section 2.B Regional Long-Term Rent Assistance Program

The following data represents a **subset** of the above Housing Placements data. The Regional Long-term Rent Assistance Program (RLRA) primarily provides permanent supportive housing to SHS priority Population A clients (though RLRA is not strictly limited to PSH or Population A).

RLRA data is not additive to the data above. Housing placements shown below are duplicates of the placements shown in the data above.

*Please disaggregate data for the **total number of people in housing using an RLRA voucher during the quarter and year to date.***

Regional Long-term Rent Assistance Quarterly Program Data	Current Quarter	Year to Date				
	Number	Subset - Population A in RLRA	Percentage: Population A	Subset- Population B in RLRA	Percentage: Population B	Number
Number of RLRA vouchers issued during reporting period	1	4	100.0%	0	--	4
Number of people newly leased up during reporting period	18	36	90.0%	4	10.0%	40
Number of households newly leased up during reporting period	16	25	96.1%	1	3.9%	26
Number of people in housing using an RLRA voucher during reporting period	1,576	1,233	70.4%	519	29.6%	1,752
Number of households in housing using an RLRA voucher during reporting period	840	720	78.2%	201	21.8%	921

Program to Date – Since July 1, 2021						
	Subset - Population A in RLRA	Percentage: Population A	Subset- Population B in RLRA	Percentage: Population B	Number	
Number of people in housing using an RLRA voucher	1,384	70.6%	575	29.4%	1,959	
Number of households in housing using an RLRA voucher	826	78.6%	225	21.4%	1,051	

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	107	6.8%	126	7.2%
Asian or Asian American	28	1.8%	30	1.7%
Black, African American or African	244	15.5%	282	16.1%
Hispanic/Latina/e/o	351	22.3%	388	22.2%
Middle Eastern or North African	--	--	--	--
Native Hawaiian or Pacific Islander	52	3.3%	60	3.4%
White	1233	78.5%	1372	78.5%
Non-Hispanic White (subset of White category)	822	52.3%	904	51.7%
Client doesn't know	1	0.1%	1	0.1%
Client prefers not to answer	0	0.0%	0	0.0%
Data Not Collected	32	2.0%	33	1.9%
Disability status				
	#	%	#	%
Persons with disabilities	758	48.2%	823	47.1%
Persons without disabilities	813	51.8%	925	52.9%
Disability unreported	--	--	--	--
Gender identity				
	#	%	#	%
Woman (Girl, if child)	1007	64.1%	1128	64.5%
Man (Boy, if child)	558	35.5%	611	35.0%
Culturally Specific Identity	--	--	--	--
Non-Binary	3	0.2%	5	0.3%
Transgender	--	--	--	--
Questioning	1	0.1%	1	0.1%
Different Identity	--	--	--	--
Client doesn't know	1	0.1%	1	0.1%
Client prefers not to answer	1	0.1%	2	0.1%

Data not collected	1	0.1%	1	0.1%
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Section 2.C Other Data: Non-Housing Numeric Goals

This section shows progress to quantitative goals set in county annual work plans. Housing placement and prevention progress are already included in the above tables. This section includes goals such as shelter units and outreach contacts and other quantitative goals that should be reported on a quarterly basis. This data in this section may differ county to county, and will differ year to year, as it aligns with goals set in county annual work plans.

Instructions: Please complete the tables below, as applicable to your annual work plans in Quarter 2 and Quarter 4 Reports.

Number of people in Shelter*	Current Quarter	Year to Date				
	Number	Subset-Population A placed into PSH	Percentage: Population A	Subset-Population B placed in PSH	Percentage: Population B	Number
Total People	456					1,235
Total Households	385	543	57.6%	399	42.4%	942

*(Includes Transitional Housing (TH), e.g., Recovery-Oriented Transitional Housing)

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	56	12.3%	157	12.7%
Asian or Asian American	8	1.8%	18	1.5%
Black, African American or African	32	7.0%	101	8.2%
Hispanic/Latina/e/o	59	12.9%	235	19.0%
Middle Eastern or North African	1	0.2%	1	0.1%
Native Hawaiian or Pacific Islander	14	3.1%	39	3.2%
White	266	58.3%	764	61.9%
Non-Hispanic White (subset of White category)	235	51.5%	628	50.8%
Client doesn't know	3	0.7%	6	0.5%
Client prefers not to answer	65	14.3%	96	7.8%
Data Not Collected	1	0.2%	3	0.2%
Disability status				
	#	%	#	%
Persons with disabilities	185	40.6%	563	45.6%
Persons without disabilities	139	30.5%	418	33.8%
Disability unreported	132	28.9%	254	20.6%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	149	32.7%	510	41.3%

Man (Boy, if child)	293	64.3%	669	54.1%
Culturally Specific Identity	1	0.2%	5	0.4%
Non-Binary	1	0.2%	10	0.8%
Transgender	4	0.9%	8	0.6%
Questioning	--	--	--	--
Different Identity	--	--	1	0.1%
Client doesn't know	1	0.2%	2	0.2%
Client prefers not to answer	7	1.5%	28	2.3%
Data not collected	--	--	2	0.2%

Number of people in Outreach **, †	Current Quarter	Year to Date				
	Number	Subset - Population A Engaged	Percentage: Population A	Subset - Population B Engaged	Percentage: Population B	Number
Total People	481					1,603
Total households	399					1,388
Sub-Set – Total people “Engaged” during reporting period	210	589	61.0%	377	39.0%	966
Sub-Set – Total households “Engaged” during reporting period	207	545	60.2%	360	39.8%	905

**The Following Section is only for participants that have a “Date of Engagement”

† Includes Access Centers and Navigation Centers

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	10	4.8%	58	6.0%
Asian or Asian American	3	1.4%	9	0.9%
Black, African American or African	13	6.2%	74	7.7%
Hispanic/Latina/e/o	17	8.1%	76	7.9%
Middle Eastern or North African	--	--	2	0.2%
Native Hawaiian or Pacific Islander	--	--	16	1.7%

White	173	82.4%	724	74.9%
Non-Hispanic White (subset of White category)	38	18.1%	427	44.2%
Client doesn't know	--	--	1	0.1%
Client prefers not to answer	--	--	37	3.8%
Data Not Collected	--	--	19	2.0%
Disability status				
	#	%	#	%
Persons with disabilities	110	52.4%	472	48.9%
Persons without disabilities	58	27.6%	287	29.7%
Disability unreported	42	20.0%	207	21.4%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	105	50.0%	458	47.4%
Man (Boy, if child)	104	49.5%	485	50.2%
Culturally Specific Identity	--	--	--	--
Non-Binary	--	--	2	0.2%
Transgender	1	0.5%	3	0.3%
Questioning	--	--	--	--
Different Identity	--	--	--	--
Client doesn't know	--	--	--	--
Client prefers not to answer	--	--	13	1.3%
Data not collected	--	--	5	0.5%

Section 3. Financial Reporting

Please complete the quarterly financial report and include the completed financial report to this quarterly report, as an attachment.

Financial Report for Quarterly Progress Report (IGA 7.1.2) and Annual Program Report (IGA 7.1.1)
Clackamas County
FY 2025-2026

COMPLETE THE SECTION BELOW EVERY QUARTER. UPDATE AS NEEDED FOR THE ANNUAL REPORT.

	Annual Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total YTD Actuals	Variance Under / (Over)	% of Budget	Comments
Metro SHS Resources									
Beginning Fund Balance	101,616,275	103,505,192				103,505,192	(1,888,917)	102%	Counties will provide details and context on any unbudgeted amounts in Beginning Fund Balance in the narrative of their report, including the current plan and timeline for budgeting and spending it.
Metro SHS Program Funds	64,320,000	1,725,993	18,616,103	12,997,751		33,339,846	30,980,154	52%	
Interest Earnings ⁽⁵⁾	2,000,000			2,494,540		2,494,540	(494,540)	125%	
insert addt'l lines as necessary						-	-	N/A	
Subtotal Program Revenue	66,320,000	1,725,993	18,616,103	15,492,291	-	35,834,386	30,485,614	54%	
Total Metro SHS Resources	167,936,275	105,231,185	18,616,103	15,492,291	-	139,339,578	28,596,697	83%	
Metro SHS Requirements									
Program Costs									
Individual Support Costs									
Permanent Supportive Housing (PSH)									
Support to individuals who have extremely low incomes and one or more disabling conditions, who are experiencing long-term or frequent episodes of literal homelessness or imminent risk of experiencing homelessness									
Permanent Supportive Housing Services	13,270,170	1,805,387	2,151,015	3,204,962		7,161,364	6,108,805	54%	Administrative Costs for long-term rent assistance equals 3% of Partner's YTD expenses on long-term rent assistance.
Long-term Rent Assistance (RLRA)	20,978,387	-	8,303,864	4,670,518		12,974,382	8,004,005	62%	
Long-term Rent Assistance Admin	2,097,839	-	214,198	221,808		436,006	1,661,833	21%	
Subtotal PSH	36,346,395	1,805,387	10,669,077	8,097,288	-	20,571,752	15,774,643	57%	
Rapid Re-housing (RRH)									
Support to individuals experiencing a loss of housing									
Rapid Re-housing (RRH)	20,314,483	824,288	1,246,649	1,564,989		3,635,927	16,678,556	18%	Budget includes \$11,039,688 of SHS carryover funds in out-year investments to sustain limited duration programming in future fiscal years and will not be spent in FY 25-26.
Subtotal RRH	20,314,483	824,288	1,246,649	1,564,989	-	3,635,927	16,678,556	18%	
Other Housing and Services Programs (not otherwise listed)									
Support to individuals who are experiencing homelessness or have substantial risk of homelessness									
Housing Only	-	-	-	-		-	-	N/A	The majority of housing with services expenditures are reported under Regional Strategy Implementation - Coordinated Entry as the TCPB approved \$8.5M of Regional Strategy funds for the County's housing with services program Housing 4 Success (H4S). The housing with services budget includes \$8,861,853 of SHS carryover funds in out-year investments which will not be spent in FY 25-26 to help sustain the H4S program which runs through FY 27-28.
Housing Only - Long-term Rent Assistance (RLRA)	-	-	-	-		-	-	N/A	
Housing Only - Long-term Rent Assistance Admin	-	-	-	-		-	-	N/A	
Housing with Services	9,618,522	-	10,971	14,007		24,978	9,593,544	0%	
Subtotal Other Housing and Services Programs	9,618,522	-	10,971	14,007	-	24,978	9,593,544	0%	
Eviction & Homelessness Prevention									
Support to individuals experiencing a potential loss of housing									
Eviction & Homelessness Prevention	11,889,546	1,767,929	2,074,101	1,987,723		5,829,753	6,059,793	49%	Budget includes \$1,751,335 of SHS carryover funds in out-year investments to sustain limited duration programming in future fiscal years and will not be spent in FY 25-26.
Subtotal Eviction & Homelessness Prevention	11,889,546	1,767,929	2,074,101	1,987,723	-	5,829,753	6,059,793	49%	
Safety On/Off the Street									
Support to individuals unhoused or in temporary housing									
Shelter and Transitional Housing	13,769,914	1,976,179	1,995,038	3,523,086		7,494,302	6,275,612	54%	Budget includes \$330,800 of SHS carryover funds in out-year investments to sustain limited duration programming in future fiscal years and will not be spent in FY 25-26.
Outreach and Access Services	5,386,273	743,157	448,183	908,398		2,099,739	3,286,534	39%	
Subtotal Safety On/Off the Street	19,156,187	2,719,336	2,443,221	4,431,484	-	9,594,041	9,562,147	50%	Budget includes \$1,153,151 of SHS carryover funds in out-year investments to sustain limited duration programming in future fiscal years and will not be spent in FY 25-26.
Other Supportive Services (not otherwise listed)									
Other supports to individuals not included in any of the above categories									

Financial Report (by Program Category)									
COMPLETE THE SECTION BELOW EVERY QUARTER. UPDATE AS NEEDED FOR THE ANNUAL REPORT.									
	Annual Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total YTD Actuals	Variance Under / (Over)	% of Budget	Comments
Other Supportive Services	1,988,362	135,165	107,255	166,073		408,492	1,579,869	21%	Budget includes \$1,037,385 of SHS carryover funds in out-year investments to sustain limited duration programming in future fiscal years and will not be spent in FY 25-26.
Subtotal Other Supportive Services	1,988,362	135,165	107,255	166,073	-	408,492	1,579,869	21%	
System Support Costs									
System Support Costs									
Systems Infrastructure	4,775,581	560,358	411,596	696,779		1,668,733	3,106,848	35%	Budget includes \$500,000 of SHS carryover funds in out-year investments to sustain limited duration programming in future fiscal years and will not be spent in FY 25-26.
Built Infrastructure	27,494,472	252,759	569,945	590,764		1,413,468	26,081,004	5%	
Overall System Services	-	-	-	-	-	-	-	N/A	Budget includes \$21,494,472 of SHS carryover funds in out-year investments to sustain construction of large projects into future fiscal years. Given the nature of these projects significant spending will occur in future years as the projects are built and additional projects begin.
Subtotal System Support Costs	32,270,053	813,117	981,541	1,287,543	-	3,082,201	29,187,852	10%	

Financial Report for Quarterly Progress Report (IGA 7.1.2) and Annual Program Report (IGA 7.1.1)
Clackamas County
FY 2025-2026

COMPLETE THE SECTION BELOW EVERY QUARTER. UPDATE AS NEEDED FOR THE ANNUAL REPORT.

	Annual Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total YTD Actuals	Variance Under / (Over)	% of Budget	Comments
Regional Strategy Implementation									
Investments to support SHS program alignment, coordination and outcomes at a regional level									
Coordinated Entry	9,543,130	27,571	169,845	393,986		591,403	8,951,727	6%	Case conferencing staff, point in time count and HMIS migration support, and the new three year Move Forward Program which is a three year housing program to help transition households off of RLRA and help them become self-sufficient. Budget includes \$4,987,988 of SHS Regional Strategy Implementation carryover funds in out-year investments which will not be spent in FY 25-26 to help sustain the Housing 4 Success program which runs through FY 27-28.
Regional Landlord Recruitment	1,394,113	23,644	64,910	70,154		158,708	1,235,405	11%	A landlord hotline pilot program, the risk mitigation program, and a landlord liaison position.
Healthcare System Alignment	595,515	98,036	115,605	175,831		389,473	206,042	65%	Personnel to advance healthcare system alignment with the other counties and the state.
Training	184,276	-	-	6,178		6,178	178,098	3%	One FTE which will oversee the development and administration of various trainings.
Technical Assistance	1,599,690	33,070	47,490	26,125		106,686	1,493,004	7%	Two years of technical assistance for contracted service providers and two years of Coordinated Housing Access (CHA) technical assistance and process improvements. Budget includes \$800,000 of SHS Regional Strategy Implementation carryover funds in out-year investments which will not be spent in FY 25-26 to sustain the second year of technical assistance for service providers and CHA technical assistance in FY 26-27.
Employee Recruitment and Retention	22,179	-				-	22,179	0%	
Subtotal Regional Strategy Implementation	13,338,903	182,322	397,851	672,274	-	1,252,446	12,086,457	9%	
County Administrative Costs									
County Administrative Costs	6,521,302	747,211	756,979	800,233		2,304,423	4,216,878	35%	Service Provider Administrative Costs (including RLRA) are reported as part of Program Costs above. Counties will provide details and context for Service Provider Administrative Costs in their Annual Program Report.
Subtotal County Administrative Costs	6,521,302	747,211	756,979	800,233	-	2,304,423	4,216,878	35%	Budget includes \$2,628,350 of SHS carryover funds in out-year investments to sustain limited duration administrative support in future fiscal years and will not be spent in FY 25-26.
Subtotal Program Costs	151,443,753	8,994,754	18,687,645	19,021,614	-	46,704,013	104,739,740	31%	County SHS Administrative Costs equals 6% of County's annual Program Funds.
Ending Fund Balance (incl. Contingency and Reserves)									
Ending Fund Balance (incl. Contingency and Reserves)	16,492,522					92,635,564			
Budgeted Contingency and Reserves									
Contingency ⁽³⁾	3,216,000					3,216,000			
Regional Strategy Implementation Contingency	412,522					412,522			
Stabilization Reserve ⁽⁴⁾	12,864,000					12,864,000			
RLRA Reserves									
Other Programmatic Reserves	-					-			
insert addtl lines as necessary						-			
Subtotal Contingency and Reserves	16,492,522					16,492,522			
Program Category Descriptions									
Permanant Supportive Housing Services	case management, behavioral health, mental health and addiction services, peer support, other connections to healthcare programs								
Rapid Re-housing (RRH)	RRH services, short-term rent assistance, housing retention, case management								
Housing Only	rent assistance								
Housing Only - Long-term Rent Assistance (RLRA)	RLRA rent assistance w/o services								
Housing Only - Long-term Rent Assistance Admin	RLRA Administrative costs								
Housing with Services	support services and rent assistance								
Eviction & Homelessness Prevention	short-term rent assistance geared toward preventing evictions, diversion assistance, one-time stabilization assistance, other relevant services								
Shelter and Transitional Housing	congregate shelter, alternative shelter, motel shelter, transitional housing, tiny house, pod villages, recuperative centers, recovery-oriented transitional housing, stabilization transitional housing								
Outreach and Access Services	support and services other than overnight shelter, including access services, case management, hygiene programs, survival gear, day centers, access centers, service centers, resource centers, and navigation to other services								

Financial Report for Quarterly Progress Report (IGA 7.1.2) and Annual Program Report (IGA 7.1.1)
Clackamas County
FY 2025-2026

COMPLETE THE SECTION BELOW EVERY QUARTER. UPDATE AS NEEDED FOR THE ANNUAL REPORT.

	Annual Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total YTD Actuals	Variance Under / (Over)	% of Budget	Comments
Other Supportive Services	individualized services that are not captured in any category above which provide auxiliary support to participants for overall stability, including: behavioral/mental health and wellness, recovery, benefits assessment and navigation, employment & financial independence programs, legal assistance, and other services not associated with housing programs that directly support participants, etc								
Systems Infrastructure	service provider capacity building and organizational health, system development/management, Coordinated Access, technical assistance, community engagement, advisory body support, etc.								
Built Infrastructure	property purchases, capital improvement projects, etc								
Overall System Services	broad services which cannot be allocated under individual support costs above; including: Systems Access & Navigation, Housing Navigation, ancillary homeless services that support overall programmatic objectives, etc.								
County Administrative Costs	Costs not specifically attributed to a particular SHS program or program delivery, including: senior management personnel, general facilities costs, general services such as HR, accounting, budget development, procurement, marketing, agency audit and agency insurance, etc								

^[1] Per IGA Section 3.4.2 ADMINISTRATIVE COSTS, Metro recommends, but does not require, that in a given Fiscal Year Administrative Costs for SHS should not exceed 5% of annual Program Funds allocated to Partner; and that Administrative Costs for administering long-term rent assistance programs should not exceed 10% of annual Program Funds allocated by Partner for long-term rent assistance.

^[2] Per IGA Section 8.3.3 REGIONAL STRATEGY IMPLEMENTATION FUND, each County must contribute not less than 5% of its share of Program Funds each Fiscal Year to a Regional Strategy Implementation Fund to achieve regional investment strategies.

^[3] Per IGA Section 5.5.4 CONTINGENCY, partner may establish a contingency account in addition to a Stabilization Reserve. The contingency account will not exceed 5% of Budgeted Program Funds in a given Fiscal Year.

^[4] Per IGA Section 5.5.3 PARTNER STABILIZATION RESERVE, partner will establish and hold a Stabilization Reserve to protect against financial instability within the SHS program with a target minimum reserve level will be equal to 10% of Partner's Budgeted Program Funds in a given Fiscal Year. The Stabilization Reserve for each County will be fully funded within the first three years.

^[5] Per IGA Section 6.1.4 "Program Funds" includes interest earnings. As such, calculations of the % of Program Funds spent on various budget lines will include interest earnings in the formula.

Glossary:

Supportive Housing Services: All SHS funded housing interventions that include PSH, RRH, Housing Only, Housing with Services, Preventions, and RLRA Vouchers. This also includes shelter, outreach, navigation services, employment services or any other SHS funding to help households exit homelessness and transition into safe, stable housing.

Supportive Housing: SHS housing interventions that include PSH, Housing Only and Housing with Services.

Regional Long Term Rent Assistance (RLRA): provides a flexible and continued rent subsidy that will significantly expand access to housing for households with extremely and very low incomes across the region. RLRA subsidies will be available for as long as the household needs and remains eligible for the subsidy, with no pre-determined end date. Tenant-based RLRA subsidies will leverage existing private market and regulated housing, maximizing tenant choice, while project-based RLRA subsidies will increase the availability of units in new housing developments. RLRA program service partners will cover payments of move-in costs and provide supportive services as needed to ensure housing stability. A Regional Landlord Guarantee will cover potential damages to increase participation and mitigate risks for participating landlords.

Shelter: Overnight shelter, congregate shelter, alternative shelter, motel shelter, tiny houses, pod villages, recuperative centers, shelter, that consists of congregate shelter beds PLUS non/semi-congregate units. Shelter definition also includes Local Alternative Shelters that have flexibility around limited amenities compared to HUD defined overnight shelters. Includes in-reach services.

Recovery Oriented Transitional Housing, Stabilization Transitional Housing, Transitional Housing: Provides temporary lodging and is designed to facilitate the movement of individuals and families experiencing homelessness into permanent housing within a specified period, but normally no longer than 24 months. Requirements and limitations vary.

Navigation Center, Access Center, Day Center, Access Services: Provides indoor shelter during daytime hours, generally between 5am and 8pm. Primarily serve households experiencing homelessness. The facilities help connect people to a wide range of resources and services daily. Including on-site support services such as restrooms, showers, laundry, mail service, haircuts, clothing, nutrition resources, lockers, ID support, etc.

Outreach: Activities are designed to meet the immediate needs of people experiencing homelessness in unsheltered locations by connecting them with emergency shelter, housing, or critical services, and providing them with urgent, non-facility-based care. *Metro is using the HUD ESG Street Outreach model. The initial contact should not be focused on data. Outreach workers collect and enter data as the client relationship evolves. Thus, data quality expectations for street outreach projects are limited to clients with a date of engagement.*

Outreach Date of Engagement “Engaged”: the date an individual becomes engaged in the development of a plan to address their situation.

Population A: Extremely low-income; AND have one or more disabling conditions; AND Are experiencing or at imminent risk* of experiencing long-term or frequent episodes of literal homelessness.

Imminent Risk: Head of household who is at imminent risk of long-term homelessness within 14 days of the date of application for homeless assistance and/or has received an eviction. The head of household will still need to have a prior history of experiencing long-term homelessness or frequent episodes of literal homelessness.

Population B: Experiencing homelessness; OR have a substantial risk* of experiencing homelessness.

Substantial risk: A circumstance that exists if a household is very low income and extremely rent burdened, or any other circumstance that would make it more likely than not that without supportive housing services the household will become literally homeless or involuntarily doubled-up.

The following list are HUD HMIS approved Project Types. Metro recognizes SHS programs do not align with these project types exactly, and value that flexibility. However, to ensure the interpretations and findings are based upon correct interpretations of the data in quarterly reports and HMIS reports, we will reference these Project Types by the exact HUD name.

Here are the HUD Standards if needed, <https://files.hudexchange.info/resources/documents/HMIS-Data-Standards-Manual-2024.pdf>

Permanent Supportive Housing, “PH - Permanent Supportive Housing (disability required for entry)”: A long-term intervention intended to serve the most vulnerable populations in need of housing and supportive services to attribute to their housing success, which can include PBV and TBV programs or properties. Provides housing to assist people experiencing homelessness with a disability (individuals with disabilities or families in which one adult or child has a disability) to live independently.

Housing with Services, “PH - Housing with Services (no disability required for entry)”:

A project that offers permanent housing and supportive services to assist people experiencing homelessness to live independently but does not limit eligibility to individuals with disabilities or families in which one adult or child has a disability. May include any other type of housing, not associated with PSH/RRH, that does include supportive services.

Housing Only, “PH - Housing Only”:

A project that offers permanent housing for people experiencing homelessness but does not make supportive services available as part of the project. May include RLRA Only programs.

Rapid Re-Housing, “PH - Rapid Re-Housing” (Services Only and Housing with or without services):

A permanent housing project that provides housing relocation and stabilization services and/or short and/or medium-term rental assistance as necessary to help an individual or family experiencing homelessness move as quickly as possible into permanent housing and achieve stability in that housing. May include Move-In Only programs.

Prevention, “Homelessness prevention”:

A project that offers services and/or financial assistance necessary to prevent an individual or family from moving into an emergency shelter or living in a public or private place not meant for human habitation. Component services and assistance generally consist of short-term and medium-term tenant-based or project-based rental assistance and rental arrears. Additional circumstances include rental application fees, security deposits, advance payment of last month's rent, utility deposits and payments, moving costs, housing search and placement, housing stability case management, mediation, legal services, and credit repair. This term differs from retention in that it designed to assist nonsubsidized market rate landlord run units.

SUPPORTIVE HOUSING SERVICES QUARTERLY REPORT

SUBMITTED BY (COUNTY): Multnomah

FISCAL YEAR: FY26

QUARTER: Q3

SUPPORTIVE HOUSING SERVICES QUARTERLY REPORT TEMPLATE DRAFT

The following information should be submitted 45 calendar days after the end of each quarter, per IGA requirements. When that day falls on a weekend, reports are due the following Monday.

	Q1	Q2	Q3	Q4
<i>Report Due</i>	Nov 15	Feb 15	May 15	Aug 15
<i>Reporting Period</i>	Jul 1 – Sep 30	Oct 1 – Dec 31	Jan 1 – Mar 31	Apr 1 – Jun 30

Please do not change the formatting of margins, fonts, alignment, or section titles.

	Permanent Supportive Housing	Rapid Re-Housing	Housing with Services	Housing Only	Prevention	Shelter Units
YTD Progress ¹	343 people / 309 households	691 people / 385 households	64 people / 32 households	15 people / 11 households	1,497 people / 981 households	124 new / 1,380 sustained
Goal	248 households	357 households	300 households ²	35 households	700 households	283 total new / 1,224 sustained
SHS Year 1 to Current Date ³	3,091 people /	4,979 people /	429 people / 303 households	125 people / 75 households	18,847 people /	2,560 total ⁴

¹ The data received each quarter may not add up exactly quarter over quarter. The data received each quarter is based on SHS funding percentages which fluctuate throughout the year as expenses occur. Consequently, data reported each quarter may differ from previous reports and may not be cumulative quarter over quarter. Data in the Annual Report will reflect accurate year-end figures.

² The Housing with Services goal was created prior to Metro reporting guidance changes. This goal will be updated to align with new reporting guidance in end of year SHS reporting.

³ Outcomes in Year 1 of SHS implementation were primarily captured through provider reports due to limitations in capacity for HMIS outcomes reporting. Due to these data limitations and updates to data collection over time, there may be slight duplication across the service types.

⁴ The shelter units shared represent fully or partially SHS-funded shelter units and are not representative of the entire shelter units available in Multnomah County, as some utilize funding sources other than SHS.

	2,247 households	2,931 households			13,637 households	969 new / 1,591 sustained
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Section 1. Progress narrative

One of each category/work plan goal must be covered in at least one quarterly report during the year. Metro will assist each county by tracking accordingly to ensure each category is covered throughout the year. In no more than 3-5 pages, please provide an executive summary and additional narrative to include:

- *A high-level snapshot of your quarterly outcomes that tells us if you are on track or not on track with your Annual Work Plan goals. Which can include overall challenges and barriers to implementation, opportunities in this quarter, success in this quarter, emerging challenges and opportunities with service providers.*
- *A focus on **one or two** of the following:*
 - *Behavioral health*
 - *New investments*
 - *Leverage*
 - *Service systems coordination*
 - *Any other topic connected to your local implementation plan*
- *A focus on **one** of the three annual work plan categories, with one or two highlights and/or progress updates:*
 - *Racial equity*
 - *Capacity building: lead agency/ systems infrastructure,*
 - *Capacity building: provider capacity.*
- ***Optional** narrative of the following regarding regional coordination:*
 - *Coordinated Entry*
 - *Landlord Recruitment*
 - *Healthcare System Alignment*
 - *Employee Recruitment and Retention*
 - *Training*
 - *Technical Assistance*

**As an addendum to this report, Metro will attach individual progress reports for each area of regional coordination, which will provide additional details on implementation—including deliverables and milestones, metrics and outcomes, and budget information.*

- *A reflection on your progress for the quarter that includes your investments and programming during the reporting period.*

- *Please also connect any of the above narratives to your data tables, as applicable.*

Executive Summary

What are we seeing in Q3 of year five of SHS implementation?

Multnomah County is on track to meet or exceed the majority of our SHS annual goals as we near the end of year five of the SHS measure. At the end of Q3, we are able to report that 1,050 people representing 711 households have been able to use the resources of SHS to end their homelessness this year. While rapid growth and capacity building characterized the early years of implementation, both the natural maturation of our programs and the reality of decreased SHS funding have led to a new phase in which we are largely attempting to sustain the progress we have made while making strategic and targeted expansions to fulfill our remaining ten-year regional goals. Amid these successes, we also saw the impacts of an intensifying strain on Portland's housing and shelter system driven by ongoing financial reductions. As extremely challenging budget decisions take place in our County leading up to the adoption of the FY 2027 budget, our primary focus is on keeping people housed and ensuring that the thousands of people who have ended their homelessness thanks to the SHS measure can continue to thrive and build their lives in a safe and supportive environment.

We look forward to discussing our progress toward these big picture goals later this year in our SHS Annual Report, and are eager to highlight that in Q3 SHS funds allowed us to:

- House, across all housing types year-to-date, 711 households (1,050 individuals) who were experiencing homelessness. This milestone puts us at 76% of our annual goal to place 940 households.⁵
- Surpass our annual goals in PSH, RRH and homelessness prevention by housing 309 households year-to-date in PSH (125% of our annual goal), 385 households year-to-date in RRH (108% of our annual goal), and supporting 981 households year-to-date with homelessness prevention (140% of our annual goal).
- Add 47 new units of permanent supportive housing to our system through the opening of the Cesar Apartments.
- Distribute approximately 43,000 cold weather supplies to providers during enhanced outreach efforts in January and February.
- Lay the groundwork with our local housing authority for a detailed analysis of program exits to strengthen our Regional Long-Term Rent Assistance programs.
- Make progress toward the implementation of a modernized regional database for homelessness services data.

In alignment with Metro's guidance, this report highlights Multnomah County's progress on several quantitative and qualitative goals from our SHS Annual Work Plan, offers a snapshot of our SHS investments and programming in the third quarter, and discusses how we are operationalizing the priorities in our Local Implementation Plan.

Annual Work Plan

Over 700 households have been housed year-to-date with SHS funds

⁵ This total doesn't include transitional housing, homelessness prevention, or shelter.

With the third quarter now behind us, Multnomah County has made significant strides toward our annual work plan goals for housing placement and homelessness prevention—in fact, surpassing most of them. Since the beginning of the fiscal year, a total of 711 households (1,050 individuals) experiencing homelessness have been housed with SHS funds across all four housing program types. This increase in placements brings us to 76% of our annual housing goal, a rise from the 42% reported at the end of the second quarter.

Permanent supportive housing (PSH) is a central component of the SHS measure. By newly providing PSH to 77 households this quarter, we have reached a year-to-date total of 309 household PSH placements. With one more quarter remaining in the fiscal year, we have already exceeded our annual PSH goal of 248 placements by 25%.

In addition to surpassing our annual work plan goal for PSH, we also successfully exceeded our annual goal for rapid re-housing (RRH) placements. With 97 households placed through RRH programs this third quarter, our year-to-date placement total has reached 385 households or 108% of our annual RRH goal.

Beyond PSH and RRH, Multnomah County currently funds a handful of housing programs that provide Housing with Services or Housing Only⁶. Year-to-date, SHS funding has supported a total of 32 households placed into Housing with Services and 11 households placed into Housing Only. Our initial annual work plan goal for Housing with Services was determined before Metro updated its reporting guidance on which program types fit within this housing category. This goal will be revised in year-end SHS reporting to align with this new guidance.

Alongside our progress toward our housing placement goals, Multnomah County successfully exceeded our annual homelessness prevention goal. By supporting 203 households with eviction prevention this quarter, we reached a year-to-date total of 981 households. This figure represents 140% of our 700-household goal and reflects a 121% increase in households served with homeless prevention from Q2. This uptick is on trend with previous years as SHS spending for homeless prevention tends to increase toward the end of the fiscal year.

SHS employment programs fostering stable employment, housing for youth facing housing instability
SHS-funded employment services help people build essential skills, increase their incomes, and reduce or eliminate the need for ongoing rental assistance and long-term services. Seven community providers currently receive SHS funding to offer employment services, including SEI's Workforce Development Academy Program. This program provides culturally specific employment services for Black and African American communities and recently expanded to include a professional development cohort that supports young adults navigating early career pathways in the fields of construction, flagging, architecture, cosmetology, natural hair care, barbering, and more.

The inaugural cohort of 35 participants, including high school seniors and young adults up to age 25, participated in six weeks of group and individual learning designed for varying stages of career development. This included financial literacy workshops, goal setting and career navigation, hands-on support with resume building, career mapping, interview preparation, job readiness, and more.

⁶ Please see the Glossary located at the end of this report for definitions of these service areas.

Like many providers across our system, SEI has been affected by budget constraints, but will continue to leverage SHS investments next fiscal year to deepen individualized support for the young people in this program, expand employer connections, and strengthen the Workforce Development Academy as a pathway to sustainable employment outcomes for a population that has been disproportionately affected by housing displacement, homelessness, and housing instability. They noted that amid current financial and societal challenges, offering relationship-centered support has been essential in helping participants move forward. This was true for a recent participant, a single father of three who worked closely with an SEI pathway navigator to achieve several milestones, including obtaining his driver's license, stabilizing his housing, and beginning a meaningful career journey that offers long-term opportunity and security for his family.

Qualitative goal focus: Other annual goals based on our Local Implementation Plan

The SHS Regional Long-Term Rent Assistance (RLRA) program is a cornerstone of the SHS measure, providing flexible local funding for long-term rent assistance to over a thousand households residing in Multnomah County. This program is unique to our region and is especially crucial at this moment, as federal guidance for HUD-funded programs is shifting and long-term housing supports are becoming scarce. This quarter, there were 80 households (130 people) newly leased up—that is 2.6 times more than what we observed in Q2 and is the highest number of households newly leased-up in over a year. This increase is largely due to the lease-up of the Cesar Apartments and York Terrace.

When rolling out the RLRA program at the beginning of the measure, Multnomah County made a strategic decision to prioritize households with the highest needs. As a result, in Q3 81% of the households receiving RLRA in Multnomah County were experiencing chronic homelessness, which is the highest priority population for SHS measure funds.

Now that the RLRA program has had the opportunity to mature for several years, our goal is to conduct an evaluation through the lens of participant exits. Analyzing participant exits will allow us to identify potential service gaps and ongoing barriers to long-term stability for households receiving RLRA. Due to RLRA's long-term nature, exits are not meant to be frequent, but the departures that are taking place may give us key insights into who is leaving the program, where they are going, and how we can refine the RLRA program to improve outcomes.

In Q3 we made progress on this goal by:

- Launching coordination between data leads at the Homeless Services Department and our housing authority, Home Forward
- Identifying the reporting capabilities and limitations of our data sources, including the HMIS and Yardi databases
- Identifying initial data elements for the analysis

Collaboration with our housing authority, Home Forward, will be key to the success of this project, as they are the entity that administers our RLRA rent assistance vouchers. However, we use two different data systems, which adds a layer of complexity to the analysis. Home Forward enters RLRA participant data into a data system called Yardi, which has specific features that track leasing and portfolio management. On the other hand, the Homeless Services Department and community based providers use HMIS to track participants receiving homeless and housing services across our system. Although Yardi and HMIS fit our distinct needs, this project seeks to bring data from both

systems together to create a complete picture of how households are moving through RLRA programming and where they may be ending back up in the system upon exit. As a result, this project will require robust data reconciliation to ensure that information from the two systems can be compared and analyzed accurately.

In Q3 our data teams identified initial reporting capabilities and limitations for RLRA programming and key data elements to include in the project. These will include demographics such as age, race, ethnicity, disability status, population A/B designation, exit destination, and the listed circumstances for the exit. When identifying these elements, we prioritized demographic information that could shed light on racial and other identity-based inequities that may be present among participants exiting RLRA programming. Additionally, we are working toward a universal data tool that can combine RLRA data from HMIS and Yardi into one spreadsheet for more efficient comparison and analysis.

In addition to the challenges posed by the different data systems, Multnomah County's housing authority operates as a separate entity from the County's homeless services department (HSD). While we work closely and collaboratively with Home Forward, the separate structure requires more time and capacity to coordinate than if the Housing Authority/Home Forward was fully internal.

Investments & Programming

New Permanent Supportive Housing project serves refugee, immigrant communities

The first residents of the Cesar Apartments, a 47-unit permanent supportive housing (PSH) project in SE Portland, began moving into their new homes in January of this year. One of two PSH projects in Multnomah County that offers culturally-specific services for the Somali-American community, the project is providing services to Somali, refugee and immigrant communities through the Somali American Council of Oregon (SACOO).

The building was acquired by Home Forward in December 2024 to bring new affordable housing online more quickly and cost effectively than new construction by taking advantage of favorable market conditions, as converting the project to Permanent Supportive Housing (PSH) required minimal changes to structure and layout.

One of the early successes we experienced was an in-person lease-up event at SACOO, a space that was familiar and felt safe for participants. This allowed future residents to complete all of the necessary paperwork at one time while enjoying food and community. We are hoping to host more in-person lease-up events in the future based on the success of this event.

It has not taken long for the project to have an impact. SACOO staff shared a recent story about a young woman who arrived in Portland with almost nothing and eventually fell into homelessness while struggling with mental health and substance abuse, often sleeping in cars or tents:

"When she came to SACOO seeking help, she had no housing, limited resources, and no local support system. Our team worked with her to stabilize her situation by helping her apply for health insurance, set up a phone line, access temporary shelter, and receive care through the SACOO Clinic in partnership with Providence Health and started a drugs rehab program. Two weeks ago, she moved into a fully renovated, furnished apartment at Cesar Apartments. Since

then, she has continued her recovery and recently shared that she will be starting a new job. Her story shows how stable housing and community support can provide the foundation people need to rebuild their lives. [The] SACOO team became her community."

Building and maintaining capacity to serve families experiencing homelessness

While our ongoing SHS capacity building efforts are now more focused on sustaining progress rather than continued expansion, HSD continues to remain responsive to provider needs and capacity gaps. Staff reported multiple examples of capacity building efforts in our family system of care this quarter, including providing technical assistance for permanent supportive housing providers, launching case conferencing, and temporarily expanding emergency shelter.

As with many of our systems of care, in the family system HSD and provider staff connect on a monthly basis to share updates, gather feedback, and participate in shared decision making. In Q3, many providers in this group who offer permanent supportive housing (PSH) voiced questions about these services and advocated for more technical assistance and training support. Around the same time, other family system providers requested a manual with information about working with households in PSH. In response, HSD staff collaborated on a potential manual and identified additional opportunities for providers to engage with PSH staff and ask questions. A PSH staff member attended one of the monthly coordination meetings to connect with organizations directly, share opportunities for engagement and technical assistance, and describe current avenues of support. Thanks to the tables and relationships that we have in place, HSD was able to quickly respond to this capacity building need and put more support in place for providers in real time.

Another example of capacity building in the family system during Q3 was our launch of case conferencing to improve the process of matching families with services. Case conferencing will be especially helpful for service areas such as navigation, rapid rehousing out of shelter, and PSH programming, along with multiple HUD Continuum of Care programs that receive a financial match through SHS. HSD coordinated access staff have been working with providers for the last four and a half years to create buy-in and ensure success. By gathering all providers that are part of the housing process in one room, regularly, and with a reliable and consistent structure, case conferencing will allow us to get families into the right service and into stable housing more quickly. It will also give providers more transparency and insight into how we pair people with services, allow them to be more engaged in the referral process, and increase their understanding of housing resources.

Additional capacity in the family system also came in the form of 68 new vouchers in the Emergency Motel Voucher program, launched in Q3. Families in rapid rehousing programs who need shelter while they are searching for housing will have access to the vouchers, as well as those waiting to get into year-round shelter. Eight providers, of which five are culturally specific, are utilizing the vouchers to give families a safe place to stabilize until they can obtain more permanent housing. One organization filled all 15 of their vouchers during Q3 and is experiencing great success, including one of their households that was able to use a voucher to move directly into motel shelter from the family shelter waitlist. This transitional period allowed the family to stabilize and work on securing housing without needing to go into a traditional shelter setting. Another voucher was used to give respite to a parent with two teenage boys, allowing her to re-enroll her sons in school after having to flee their previous housing situation.

We are serving approximately 49 families through the Emergency Motel Voucher program now and anticipate to serve at least 10 more by the end of the fiscal year. Because there is limited shelter in our

system that accommodates families, these vouchers will bring temporary capacity to our system to serve these households as they transition into housing or longer-term shelter stays.

SHS support for enhanced outreach measures during cold weather

SHS investments in Multnomah County's Office of Emergency Management allow us to provide survival supplies and support for people experiencing homelessness when weather conditions threaten human health. These investments help stock a warehouse of outreach supplies, fund staff positions that maintain those supplies and prepare for severe weather activations by leading trainings and procedures, and allow us to quickly set up emergency shelters during extreme cold or heat events.

Due to an unusually mild winter we did not experience any severe winter weather events in Q3, but SHS funds supported enhanced outreach twice during bouts of cold weather. Our supply center distributed 25,000 survival supplies to outreach providers for people experiencing homelessness during the week of January 19, and another 18,000 items between February 18 and 19.

Because this winter was relatively uneventful, emergency weather sheltering staff are anticipating a greater number of severe weather activations this summer and have begun planning for the upcoming season by taking inventory of supplies and replacing essential items. The County distributes standard outreach supplies year-round, including things like water, blankets, hygiene kits, and socks, with additional items included during enhanced outreach and severe weather events.

Shelter Behavioral Health Team saving lives through mobile crisis support

Due to a variety of social determinants of health and behavioral health concerns, individuals throughout Multnomah County may experience crises that cannot be addressed by traditional community-based outpatient services. However, SHS has allowed us to step in and fill this gap by funding a Shelter Behavioral Health Team (SBHT) in our Health Department's Behavioral Health Division. Shelters are able to call this team of crisis workers to support participants onsite who are experiencing behavioral health crises, which reduces the need for law enforcement intervention. In Q3 this team offered clinical services to 290 people and performed 563 deescalations. They worked closely with Homeless Services Department staff regarding shelter closing this quarter, proactively planning increased outreach and support to affected locations. The SBHT is holding ongoing meetings to strategize how best to meet the ongoing needs of participants as more shelters are slated to close.

Staff shared a particularly moving story of working with a participant this quarter that exemplifies the success they have had in meeting people where they are at:

The Shelter Behavioral Health team dedicated significant effort to support a high-acuity client who was experiencing suicidal ideation with a plan to end their life on their birthday, but did not meet initial criteria for hospitalization. SBHT engaged in intensive safety planning, provided peer support, offered extensive in-person and phone support outside of standard hours, and worked on coping skills. The client was briefly open to respite care, but self-exited the day before their birthday, still intending to follow through with their plan.

Collaborating with the Crisis Team was essential at this critical juncture. Despite facing hospital barriers, Project Respond facilitated the client's admission. Once the birthday passed, the immediate plan for suicide was abandoned. The client was able to return safely to the shelter and has recently transitioned into housing with Blanchet House, with shelter staff reporting a

notable improvement in their well-being in the new placement. The team's success in meeting this individual's needs highlights the tremendous amount of support and personalized work required to maintain client safety. Additionally, the coordination among multiple crisis services supported this individual in successfully navigating a very challenging time.

Based on a broad community survey of stakeholders during the formation of our Local Implementation Plan, the top service need across Multnomah County was more behavioral health services capacity. SHS has allowed us to significantly expand these services, and stories like these reaffirm why they are so important. At the same time, the severity of recent budget shortfalls for homeless services have meant that even our highest priority investments, including behavioral health programs, have been impacted in some way.

Local Implementation Plan

Homeless services database to be modernized with the support of SHS funds

Data collection and sharing is listed as a systemwide investment priority in Multnomah County's LIP, which noted "a substantial need to strengthen and integrate existing data systems, in particular the HMIS database [...]." The tri-counties have been working on the HMIS Replacement Project since FY 2024, and the next year represents a critical period in which new system design and data migration will take place. Due to the regional reach of these efforts, the SHS Regional Investment Fund (RIF) is the primary funding source for the project. The updated system aims to provide better user experience, versatility, and transparency to support the region's ability to make data-driven decisions.

In the summer of 2025, Multnomah, Washington, and Clackamas counties selected a provider to deliver a modern system for tracking and reporting homelessness data. Bitfocus, a technology company with national experience providing homeless response technology systems, is working with the three counties and dozens of community providers to replace the current system. The counties are now at the beginning of a long process to move to a new platform, called Clarity HMIS.

Multnomah County's IT team is project managing the HMIS replacement project, which kicked off in Q3. All project support roles are now on board, including three project-dedicated business system analysts (one per County) and one change manager. During the reporting period the team began a series of configuration sessions with Bitfocus that will take place every other week through August 2026. Project teams are close to gaining access to Clarity HMIS test sites, and are currently in discussions about the earliest date that data from the current platform can be moved to the new one.

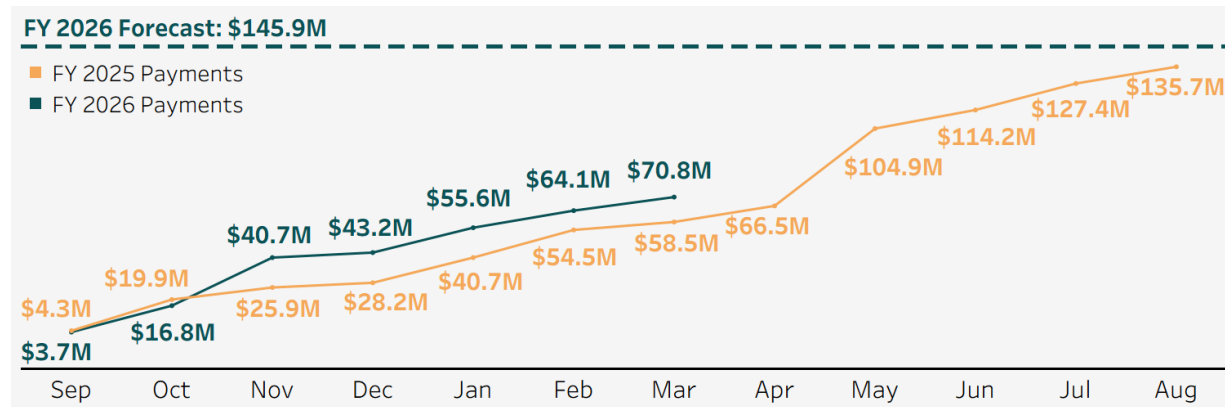
As we move forward with this effort, we will continue to engage community providers to ensure the new system meets their diverse needs. We look forward to sharing additional details about this monumental project in future quarters, as it is one of our SHS annual work plan goals for FY 2027.

Quarterly Financial Update

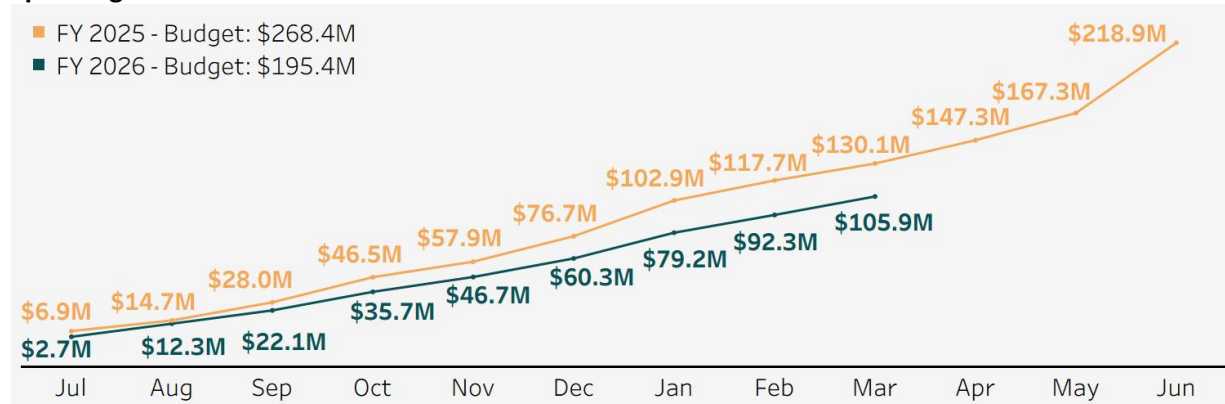
Metro's updated five year SHS revenue forecast, published on Monday, December 2nd, forecasted an increase in total SHS tax revenues for this fiscal year. Covering FY 2026-2030, the forecast shows a rise of \$22.3 million dollars in FY 2026, with approximately \$9.3 million designated for Multnomah County. This significant adjustment is primarily due to a one-time large business income tax payment.

Multnomah County has included this \$9.3 million in our projected \$26.1 million one-time-only carryover for FY 2027. The Board of County Commissioners is scheduled to vote on the adoption of the FY 2027 budget on June 4th, 2026. It is important to note that HSD is projected to have less one-time-only carryover in FY 2027 compared to previous years due to our spend down of existing funds. This leaves ongoing funding as the primary source of support for SHS programs in the future.

Collections



Spending



HSD has maintained a consistent spending rate throughout the third quarter of FY 2026, aligning with patterns established in FY 2025. This steady expenditure rate is a sign of effective resource management. Based on current projections and spending trends, we expect to meet our minimum spending goal of 80% of our overall program budget by the end of the fiscal year.

Conclusion

As we enter the final months of the fiscal year, Multnomah County is close to achieving most of the quantitative goals we've set. These milestones represent hundreds of households exiting homelessness, maintaining stable housing, and accessing services to fit their individual needs. While SHS continues to make a difference in the lives of many, financial deficits are straining the systems we've worked to build with providers over the last five years. In this challenging season, Multnomah County remains committed to serving those experiencing homelessness by using SHS to create stability in a period of uncertainty.

Section 2. Data and data disaggregation ⁷

Please use the following table to provide and disaggregate data on Population A, Population B housing placement outcomes and homelessness prevention outcomes. Please use your local methodologies for tracking and reporting on Populations A and B. You can provide context for the data you provided in the context narrative below.

Section 2.A Housing Stability Outcomes: Placements & Preventions

Note for all data tables: Race and ethnicity and gender identity responses can be selected alone or in combination, so the raw numbers added up can be greater than the total number of people. In addition, some Q1 percentages are based on a small population size and may experience significant shifts as the year progresses.

Housing Placements By Intervention Type: Permanent Supportive Housing

Number of housing placements-Permanent Supportive Housing	Current Quarter	Year to Date					
	Number	Subset-Population A placed into PSH	Percentage: Population A	Subset-Population B placed in PSH	Percentage: Population B	Number	Percentage of Annual Goal
Total People	87					343	138%
Total Households	77	260	84%	49	16%	309	125%

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	16	18%	62	18%
Asian or Asian American	6	7%	9	3%
Black, African American or African	14	16%	86	25%
Hispanic/Latina/e/o	12	14%	37	11%
Middle Eastern or North African	1	1%	1	0.3%
Native Hawaiian or Pacific Islander	1	1%	8	2%
White	60	69%	205	60%
Non-Hispanic White (subset of White category)	53	61%	191	56%
Client doesn't know	0	0%	3	1%
Client prefers not to answer	1	1%	3	1%

⁷ The data received each quarter may be slightly different than the revised and most up-to-date information received in the Annual Report. Data from the Annual Report will be used for final year-end figures.

Data Not Collected	0	0%	1	0.3%
Disability status				
	#	%	#	%
Persons with disabilities	73	84%	290	84%
Persons without disabilities	14	16%	47	14%
Disability unreported	0	0%	7	2%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	43	49%	156	46%
Man (Boy, if child)	42	48%	173	50%
Culturally Specific Identity	0	0%	0	0%
Non-Binary	2	2%	10	3%
Transgender	3	3%	7	2%
Questioning	1	1%	1	0.3%
Different Identity	0	0%	1	0.3%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	0	0%	1	0.3%
Data not collected	0	0%	0	0%

(Only if Applicable) Housing Placements By Intervention Type: Housing with Services

Number of housing placements- Housing with Services	Current Quarter	Year to Date					
	Number	Subset-Population A placed into Housing with Services	Percentage: Population A	Subset-Population B placed in Housing with Services	Percentage: Population B	Number	Percentage of Annual Goal
Total People	10					64	21%
Total Households	10	6	18%	26	82%	32	11%

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	0	0%	2	3%
Asian or Asian American	0	0%	0	0%
Black, African American or African	4	40%	5	8%
Hispanic/Latina/e/o	2	20%	6	9%
Middle Eastern or North African	0	0%	0	0%

Native Hawaiian or Pacific Islander	0	0%	3	5%
White	4	40%	54	84%
Non-Hispanic White (subset of White category)	4	40%	53	83%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	1	10%	1	2%
Data Not Collected	0	0%	1	2%
Disability status				
	#	%	#	%
Persons with disabilities	8	80%	19	30%
Persons without disabilities	2	20%	44	69%
Disability unreported	0	0%	1	2%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	6	60%	31	48%
Man (Boy, if child)	2	20%	30	47%
Culturally Specific Identity	0	0%	0	0%
Non-Binary	1	10%	2	3%
Transgender	0	0%	0	0%
Questioning	0	0%	0	0%
Different Identity	0	0%	0	0%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	1	10%	1	2%
Data not collected	0	0%	0	0%

Housing Placements By Intervention Type: Housing Only

Number of housing placements- Housing Only	Current Quarter	Year to Date					
	Number	Subset- Population A placed into Housing Only	Percentage: Population A	Subset- Population B placed in Housing Only	Percentage: Population B	Number	Percentage of Annual Goal
Total People	3					15	43%
Total Households	3	3	27%	8	73%	11	31%

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	0	0%	4	27%
Asian or Asian American	0	0%	1	7%
Black, African American or African	1	33%	6	40%

Hispanic/Latina/e/o	1	33%	5	33%
Middle Eastern or North African	0	0%	0	0%
Native Hawaiian or Pacific Islander	0	0%	1	7%
White	1	33%	6	40%
Non-Hispanic White (subset of White category)	1	33%	4	27%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	0	0%	0	0%
Data Not Collected	0	0%	0	0%
Disability status				
	#	%	#	%
Persons with disabilities	3	100%	10	67%
Persons without disabilities	0	0%	5	33%
Disability unreported	0	0%	0	0%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	2	67%	7	47%
Man (Boy, if child)	1	33%	8	53%
Culturally Specific Identity	0	0%	0	0%
Non-Binary	0	0%	0	0%
Transgender	0	0%	0	0%
Questioning	0	0%	0	0%
Different Identity	0	0%	0	0%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	0	0%	0	0%
Data not collected	0	0%	0	0%

Housing Placements By Intervention Type: Rapid Re-Housing (all Rapid Re-Housing subtypes)

Number of housing placements- Rapid Re-housing	Current Quarter	Year to Date					
	Number	Subset-Population A placed into RRH	Percentage: Population A	Subset-Population B placed in RRH	Percentage: Population B	Number	Percentage of Annual Goal
Total People	168					691	194%
Total Households	97	223	58%	162	42%	385	108%

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%

American Indian, Alaska Native or Indigenous	12	7%	52	8%
Asian or Asian American	3	2%	13	2%
Black, African American or African	66	39%	268	39%
Hispanic/Latina/e/o	38	22%	170	25%
Middle Eastern or North African	0	0%	0	0%
Native Hawaiian or Pacific Islander	5	3%	32	5%
White	63	38%	246	36%
Non-Hispanic White (subset of White category)	58	35%	213	31%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	0	0%	8	1%
Data Not Collected	1	1%	2	0%
Disability status				
	#	%	#	%
Persons with disabilities	73	44%	268	39%
Persons without disabilities	76	45%	317	46%
Disability unreported	19	11%	105	15%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	99	59%	410	59%
Man (Boy, if child)	64	38%	267	39%
Culturally Specific Identity	0	0%	1	0%
Non-Binary	5	3%	8	1%
Transgender	4	3%	8	1%
Questioning	0	0%	0	0%
Different Identity	0	0%	4	1%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	1	1%	1	0%
Data not collected	0	0%	0	0%

Housing Placements By Intervention Type: Eviction and Homelessness Prevention

Number of Preventions	Current Quarter	Year to Date					
	Number	Subset- Population A served with HP	Percentage: Population A	Subset- Population B served with HP	Percentage: Population B	Number	Percentage of Annual Goal
Total People	365					1497	214%
Total Households	203	69	7%	912	93%	981	140%

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	21	6%	89	6%
Asian or Asian American	9	2%	67	4%
Black, African American or African	82	22%	330	22%
Hispanic/Latina/e/o	104	28%	319	21%
Middle Eastern or North African	24	7%	46	3%
Native Hawaiian or Pacific Islander	23	6%	79	5%
White	133	36%	677	45%
Non-Hispanic White (subset of White category)	116	32%	602	40%
Client doesn't know	0	0%	4	0%
Client prefers not to answer	3	1%	17	1%
Data Not Collected	5	1%	22	1%
Disability status				
	#	%	#	%
Persons with disabilities	109	30%	348	23%
Persons without disabilities	181	50%	563	38%
Disability unreported	76	21%	586	39%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	198	54%	858	57%
Man (Boy, if child)	165	45%	608	41%
Culturally Specific Identity	0	0%	0	0%
Non-Binary	2	1%	18	1%
Transgender	0	0%	4	0%
Questioning	0	0%	0	0%
Different Identity	0	0%	2	0%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	0	0%	1	0%
Data not collected	1	0%	2	0%

Section 2.B Regional Long-Term Rent Assistance Program

The following data represents a **subset** of the above Housing Placements data. The Regional Long-term Rent Assistance Program (RLRA) primarily provides permanent supportive housing to SHS priority Population A clients (though RLRA is not strictly limited to PSH or Population A).

RLRA data is not additive to the data above. Housing placements shown below are duplicates of the placements shown in the data above.

*Please disaggregate data for the **total number of people in housing using an RLRA voucher** during the quarter and year to date.*

Regional Long-term Rent Assistance	Current Quarter	Year to Date				
	Number	Subset - Population A	Percentage: Population A	Subset- Population B	Percentage: Population B	Number

Quarterly Program Data		in RLRA		in RLRA		
Number of RLRA vouchers issued during reporting period	58	93	75.0%	13	10.5%	124
Number of people newly leased up during reporting period	130	175	65.8%	53	19.9%	266
Number of households newly leased up during reporting period	80	129	79.1%	16	9.8%	163
Number of people in housing using an RLRA voucher during reporting period	1907	1296	65.0%	567	28.4%	1995
Number of households in housing using an RLRA voucher during reporting period	1107	932	79.1%	163	13.8%	1179

Program to Date – Since July 1, 2021						
	Subset - Population A in RLRA	Percentage: Population A	Subset- Population B in RLRA	Percentage: Population B	Number	
Number of people in housing using an RLRA voucher	1587	68.0%	586	25.1%	2333	

Number of households in housing using an RLRA voucher	1196	81.1%	170	11.5%	1475	
---	------	-------	-----	-------	------	--

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	192	10.1%	202	10.1%
Asian or Asian American	30	1.6%	32	1.6%
Black, African American or African	737	38.6%	769	38.5%
Hispanic/Latina/e/o	483	25.3%	502	25.2%
Middle Eastern or North African	5	0.3%	5	0.3%
Native Hawaiian or Pacific Islander	65	3.4%	65	3.3%
White	882	46.3%	930	46.6%
Non-Hispanic White (subset of White category)	525	27.5%	559	28.0%
Client doesn't know	20	1.0%	20	1.0%
Client prefers not to answer	47	2.5%	47	2.4%
Data Not Collected	17	0.9%	17	0.9%
Disability status				
	#	%	#	%
Persons with disabilities	1034	54.2%	1100	55.1%
Persons without disabilities	873	45.8%	895	44.9%
Disability unreported	0	0.0%	0	0.0%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	1036	54.3%	1079	54.1%
Man (Boy, if child)	810	42.5%	852	42.7%
Culturally Specific Identity	1	0.1%	1	0.1%
Non-Binary	33	1.7%	34	1.7%

Transgender	26	1.4%	29	1.5%
Questioning	1	0.1%	1	0.1%
Different Identity	1	0.1%	1	0.1%
Client doesn't know	0	0.0%	0	0.0%
Client prefers not to answer	7	0.4%	7	0.4%
Data not collected	1	0.1%	1	0.1%

Section 2.C Other Data: Non-Housing Numeric Goals

This section shows progress to quantitative goals set in county annual work plans. Housing placement and prevention progress are already included in the above tables. This section includes goals such as shelter units and outreach contacts and other quantitative goals that should be reported on a quarterly basis. This data in this section may differ county to county, and will differ year to year, as it aligns with goals set in county annual work plans.

Instructions: Please complete the tables below, as applicable to your annual work plans in Quarter 2 and Quarter 4 Reports.

In alignment with Metro reporting guidance and cadence, the outreach and shelter data tables will be reported on in Q4.

Section 3. Financial Reporting

Please complete the quarterly financial report and include the completed financial report to this quarterly report, as an attachment.

The Q3 financial summary has been attached at the end of this report. Please see pages 24-27.

Glossary:

Supportive Housing Services: All SHS funded housing interventions that include PSH, RRH, Housing Only, Housing with Services, Preventions, and RLRA Vouchers. This also includes shelter, outreach, navigation services, employment services or any other SHS funding to help households exit homelessness and transition into safe, stable housing.

Supportive Housing: SHS housing interventions that include PSH, Housing Only and Housing with Services.

Regional Long Term Rent Assistance (RLRA): provides a flexible and continued rent subsidy that will significantly expand access to housing for households with extremely and very low incomes across the region. RLRA subsidies will be available for as long as the household needs and remains eligible for the subsidy, with no pre-determined end date. Tenant-based RLRA subsidies will leverage existing private market and regulated housing, maximizing tenant choice, while project-based RLRA subsidies will increase the availability of units in new housing developments. RLRA program service partners will cover payments of move-in costs and provide supportive services as needed to ensure housing stability. A Regional Landlord Guarantee will cover potential damages to increase participation and mitigate risks for participating landlords.

Shelter: Overnight shelter, congregate shelter, alternative shelter, motel shelter, tiny houses, pod villages, recuperative centers, shelter, that consists of congregate shelter beds PLUS non/semi-congregate units. Shelter definition also includes Local Alternative Shelters that have flexibility around limited amenities compared to HUD defined overnight shelters. Includes in-reach services.

Recovery Oriented Transitional Housing, Stabilization Transitional Housing, Transitional Housing: Provides temporary lodging and is designed to facilitate the movement of individuals and families experiencing homelessness into permanent housing within a specified period, but normally no longer than 24 months. Requirements and limitations vary.

Navigation Center, Access Center, Day Center, Access Services: Provides indoor shelter during daytime hours, generally between 5am and 8pm. Primarily serve households experiencing homelessness. The facilities help connect people to a wide range of resources and services daily. Including on-site support services such as restrooms, showers, laundry, mail service, haircuts, clothing, nutrition resources, lockers, ID support, etc.

Outreach: Activities are designed to meet the immediate needs of people experiencing homelessness in unsheltered locations by connecting them with emergency shelter, housing, or critical services, and providing them with urgent, non-facility-based care. *Metro is using the HUD ESG Street Outreach model. The initial contact should not be focused on data. Outreach workers collect and enter data as the client relationship evolves. Thus, data quality expectations for street outreach projects are limited to clients with a date of engagement.*

Outreach Date of Engagement “Engaged”: the date an individual becomes engaged in the development of a plan to address their situation.

Population A: Extremely low-income; AND have one or more disabling conditions; AND Are experiencing or at imminent risk* of experiencing long-term or frequent episodes of literal homelessness.

Imminent Risk: Head of household who is at imminent risk of long-term homelessness within 14 days of the date of application for homeless assistance and/or has received an eviction. The head of household will still need to have a prior history of experiencing long-term homelessness or frequent episodes of literal homelessness.

Population B: Experiencing homelessness; OR have a substantial risk* of experiencing homelessness.

Substantial risk: A circumstance that exists if a household is very low income and extremely rent burdened, or any other circumstance that would make it more likely than not that without supportive housing services the household will become literally homeless or involuntarily doubled-up.

The following list are HUD HMIS approved Project Types. Metro recognizes SHS programs do not align with these project types exactly, and value that flexibility. However, to ensure the interpretations and findings are based upon correct interpretations of the data in quarterly reports and HMIS reports, we will reference these Project Types by the exact HUD name.

Here are the HUD Standards if needed, <https://files.hudexchange.info/resources/documents/HMIS-Data-Standards-Manual-2024.pdf>

Permanent Supportive Housing, “PH - Permanent Supportive Housing (disability required for entry)”:

A long-term intervention intended to serve the most vulnerable populations in need of housing and supportive services to attribute to their housing success, which can include PBV and TBV programs or properties. Provides housing to assist people experiencing homelessness with a disability (individuals with disabilities or families in which one adult or child has a disability) to live independently.

Housing with Services, “PH - Housing with Services (no disability required for entry)”:

A project that offers permanent housing and supportive services to assist people experiencing homelessness to live independently but does not limit eligibility to individuals with disabilities or families in which one adult or child has a disability. May include any other type of housing, not associated with PSH/RRH, that does include supportive services.

Housing Only, “PH - Housing Only”:

A project that offers permanent housing for people experiencing homelessness but does not make supportive services available as part of the project. May include RLRA Only programs.

Rapid Re-Housing, “PH - Rapid Re-Housing” (Services Only and Housing with or without services):

A permanent housing project that provides housing relocation and stabilization services and/or short and/or medium-term rental assistance as necessary to help an individual or family experiencing homelessness move as quickly as possible into permanent housing and achieve stability in that housing. May include Move-In Only programs.

Prevention, “Homelessness prevention”:

A project that offers services and/or financial assistance necessary to prevent an individual or family from moving into an emergency shelter or living in a public or private place not meant for human habitation. Component services and assistance generally consist of short-term and medium-term

tenant-based or project-based rental assistance and rental arrears. Additional circumstances include rental application fees, security deposits, advance payment of last month's rent, utility deposits and payments, moving costs, housing search and placement, housing stability case management, mediation, legal services, and credit repair. This term differs from retention in that it is designed to assist nonsubsidized market rate landlord run units.

Metro Supportive Housing Services

Financial Report for Quarterly Progress Report (IGA 7.1.2) and Annual Program Report (IGA 7.1.1)

Multnomah County

FY 2025-2026

Financial Report (by Program Category)

COMPLETE THE SECTION BELOW EVERY QUARTER. UPDATE AS NEEDED FOR THE ANNUAL REPORT.

	Annual Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total YTD Actuals	Variance Under / (Over)	% of Budget	Comments
Metro SHS Resources									
Beginning Fund Balance	62,967,179	62,967,180				62,967,180	(1)	100%	Counties will provide details and context on any unbudgeted amounts in Beginning Fund Balance in the narrative of their report, including the current plan and timeline for budgeting and spending it.
Metro SHS Program Funds	136,584,365	3,667,734	39,559,218	27,620,221		70,847,173	65,737,192	52%	
Interest Earnings ⁽⁵⁾	-	493,221	440,907	305,467		1,239,595	(1,239,595)	N/A	
insert add'l lines as necessary						-	-	N/A	
Subtotal Program Revenue	136,584,365	4,160,955	40,000,125	27,925,689	-	72,086,768	64,497,597	53%	
Total Metro SHS Resources	199,551,544	67,128,135	40,000,125	27,925,689	-	135,053,948	64,497,596	68%	
Metro SHS Requirements									
Program Costs									
Individual Support Costs									
Permanent Supportive Housing (PSH)									
<i>Support to individuals who have extremely low incomes and one or more disabling conditions, who are experiencing long-term or frequent episodes of literal homelessness or imminent risk of experiencing homelessness</i>									
Permanent Supportive Housing Services	39,729,642	2,388,136	6,832,751	9,336,101		18,556,988	21,172,654	47%	
Long-term Rent Assistance (RLRA)	19,355,893	1,887,259	4,582,205	4,175,202		10,644,666	8,711,227	55%	
Long-term Rent Assistance Admin	434,110	83,366	194,827	111,598		389,791	44,319	90%	Administrative Costs for long-term rent assistance equals 4% of Partner's YTD expenses on long-term rent assistance.
Subtotal PSH	59,519,645	4,358,760	11,609,784	13,622,901	-	29,591,444	29,928,201	50%	
Rapid Re-housing (RRH)									
<i>Support to individuals experiencing a loss of housing</i>									
Rapid Re-housing (RRH)	11,641,206	1,350,338	3,219,237	3,646,146		8,215,721	3,425,485	71%	
Subtotal RRH	11,641,206	1,350,338	3,219,237	3,646,146	-	8,215,721	3,425,485	71%	
Other Housing and Services Programs (not otherwise listed)									
<i>Support to individuals who are experiencing homelessness or have substantial risk of homelessness</i>									
Housing Only	5,489,568	575,591	1,390,385	1,128,417		3,094,393	2,395,175	56%	
Housing Only - Long-term Rent Assistance (RLRA)	-	-	-	-		-	-	N/A	
Housing Only - Long-term Rent Assistance Admin	-	-	-	-		-	-	N/A	
Housing with Services	5,236,501	550,435	1,489,026	876,550		2,916,011	2,320,490	56%	
Subtotal Other Housing and Services Programs	10,726,069	1,126,026	2,879,411	2,004,967	-	6,010,403	4,715,666	56%	

Eviction & Homelessness Prevention								
<i>Support to individuals experiencing a potential loss of housing</i>								
Eviction & Homelessness Prevention	3,794,157	311,421	428,152	432,331		1,171,903	2,622,254	31%
Subtotal Eviction & Homelessness Prevention	3,794,157	311,421	428,152	432,331	-	1,171,903	2,622,254	31%
Safety On/Off the Street								
<i>Support to individuals unhoused or in temporary housing</i>								
Shelter and Transitional Housing	67,860,484	8,510,327	11,768,053	11,834,907		32,113,286	35,747,198	47%
Outreach and Access Services	7,801,925	1,360,215	2,058,312	1,344,766		4,763,293	3,038,632	61%
Subtotal Safety On/Off the Street	75,662,409	9,870,542	13,826,365	13,179,672	-	36,876,579	38,785,830	49%
Other Supportive Services (not otherwise listed)								
<i>Other supports to individuals not included in any of the above categories</i>								
Other Supportive Services	7,226,438	1,368,208	2,170,286	1,792,777		5,331,271	1,895,167	74%
Subtotal Other Supportive Services	7,226,438	1,368,208	2,170,286	1,792,777	-	5,331,271	1,895,167	74%
System Support Costs								
System Support Costs								
Systems Infrastructure	4,315,940	789,297	1,093,432	848,231		2,730,959	1,584,981	63%
Built Infrastructure	6,850,000	-	-	6,850,000		6,850,000	-	100%
Overall System Services	779,735	305,001	380,052	23,257		708,310	71,425	91%
Subtotal System Support Costs	11,945,675	1,094,298	1,473,483	7,721,488	-	10,289,269	1,656,406	86%
Regional Strategy Implementation								
<i>Investments to support SHS program alignment, coordination and outcomes at a regional level</i>								
Coordinated Entry	427,709	-	-	167,067		167,067	260,642	39%
Regional Landlord Recruitment	3,178,138	112,736	297,838	581,716		992,291	2,185,847	31%
Healthcare System Alignment	459,390	75,848	76,402	79,759		232,009	227,381	51%
Training	470,827	78,210	78,264	81,844		238,318	232,509	51%
Technical Assistance	232,252	40,963	40,943	43,734		125,640	106,612	54%
Employee Recruitment and Retention	-	-	-	-		-	-	N/A
Homeless Management Information System	2,480,356	239,282	239,731	274,825		753,838	1,726,518	30%
Subtotal Regional Strategy Implementation	7,248,672	547,039	733,178	1,228,946	-	2,509,163	4,739,509	35%

Q2 note: This built infrastructure already been used in January and will be reflected in Q3 Report.
Q2 Note: \$184,641.55 will be moved to RSIF Landlord Recruitment and

County Administrative Costs								
County Administrative Costs								
County Administrative Costs	7,621,543	2,047,948	1,880,731	1,976,105		5,904,784	1,716,759	77%
Subtotal County Administrative Costs	7,621,543	2,047,948	1,880,731	1,976,105	-	5,904,784	1,716,759	77%
Subtotal Program Costs	195,385,814	22,074,580	38,220,627	45,605,332	-	105,900,539	89,485,275	54%
Ending Fund Balance (incl. Contingency and Reserves)	4,165,730					29,153,409		
Budgeted Contingency and Reserves								
Contingency ⁽¹⁾	-					-		
Regional Strategy Implementation Contingency	251,426					251,426		
Stabilization Reserve ⁽⁴⁾	3,292,625					3,292,625		
RLRA Reserves	621,679					621,679		
Other Programmatic Reserves	-					-		
insert add'l lines as necessary								
Subtotal Contingency and Reserves	4,165,730					4,165,730		

Service Provider Administrative Costs (including RLRA) are reported as part of Program Costs above. Counties will provide details and context

County SHS Administrative Costs equals 8% of County's annual Program Funds.

This section reflects budgeted contingency and reserve figures.

Contingency equals 0% of Partner's budgeted annual Program Funds.

Stabilization Reserve equals 2% of Partner's budgeted annual Program Funds.

Metro Supportive Housing Services

Financial Report for Quarterly Progress Report (IGA 7.1.2) and Annual Program Report (IGA 7.1.1)

Multnomah County

FY 2025-2026

Spend-Down Report for Program Costs

This section compares the spending plan of Program Costs in the Annual Program Budget to actual Program Costs in the Financial Report.

Program Costs (excluding Built Infrastructure)	% of Spending per Quarter			Comments
	Budget	Actual	Variance	
Quarter 1:	5%	12%	7%	Explain any material deviations from the Spend-Down Plan, or any changes that were made to the initial Spend-Down Plan. ⁽¹⁾
Quarter 2:	10%	20%	10%	
Quarter 3:	25%	21%	-4%	
Quarter 4:	40%	0%	-40%	
Total	80%	53%	-27%	
Built Infrastructure	\$ Spending YTD			Comments
	Budget	Actual	Forecast	
Annual total:	6,850,000	6,850,000	-	Provide a status update for below. (required each quarter)

⁽¹⁾ A "material deviation" arises when the Program Funds spent in a given Fiscal Year cannot be reconciled against the spend-down plan to the degree that no reasonable person would conclude that Partner's spending was guided by or in conformance with the applicable spend-down plan.

Note: It is possible for actual spending against the Spend-Down Plan to exceed 100% without exceeding budget authority due to the use of savings in categories excluded from the Spend-Down Report calculation.

Spend-Down Report for Carryover

This section compares the spending plan of investment areas funded by carryover to actual costs.

These costs are also part of the Spend-Down Report for Program Costs above. This section provides additional detail and a progress update on these investment areas.

Carryover Spend-down Plan	\$ Spending by investment area			Comments
	Budget	Actual ^[2]	Variance	
Beginning Fund Balance (carryover balance)	62,967,179	62,967,180	(1)	Provide a status update for each Investment Area line below. (required each quarter)
Describe Investment Area				
Permanent Supportive Housing Services	1,163,687	875,907	287,780	
Long-term Rent Assistance (RLRA)	3,257,020	655,316	2,601,704	
Rapid Re-housing (RRH)	7,533,737	6,605,002	928,735	
Housing Only	433,680	84,115	349,565	
Housing with Services	2,531,287	1,516,967	1,014,320	
Eviction & Homelessness Prevention	2,031,209	512,315	1,518,894	
Shelter and Transitional Housing	20,531,624	7,667,562	12,864,062	
Outreach and Access Services	4,592,008	2,349,298	2,242,710	
Other Supportive Services	780,726	448,681	332,045	
Systems Infrastructure	1,553,986	405,836	1,148,150	
Built Infrastructure	6,850,000	6,850,000	-	
Overall System Services	195,495	195,495	-	
RSIF: Coordinated Access	54,459	51,649	2,810	
RSIF: Regional Landlord Recruitment	2,313,288	566,903	1,746,385	
RSIF: Healthcare System Alignment	459,390	232,009	227,381	
RSIF: Training	470,827	238,318	232,509	
RSIF: Technical Assistance	232,252	125,640	106,612	
RSIF: Homeless Management Information S	2,480,356	753,838	1,726,518	
Regional Strategy Implementation Continge	251,426	-	251,426	
County Administrative Costs	1,336,418	1,265,803	70,615	
Stabilization Reserve[4]	3,292,625	-	3,292,625	
RLRA Reserves	621,679	-	621,679	
	62,967,179	31,400,655	31,566,524	
Remaining prior year carryover	-	31,566,525	(31,566,525)	
Estimated current year carryover	-	-	-	
Ending Fund Balance (carryover balance)	-	31,566,525	(31,566,525)	
^[2] If the actual costs for any carryover investment areas are not tracked separately from existing program categories, use the Comments section to describe the methodology for determining the proportion of actual costs covered by carryover. For example: if service providers received a 25% increase in annual contracts for capacity building, and the costs are not tracked separately, the capacity building portion could be estimated as 20% of total actual costs (the % of the new contract amount that is related to the increase).				

SUPPORTIVE HOUSING SERVICES QUARTERLY REPORT

SUBMITTED BY (COUNTY):

FISCAL YEAR:

QUARTER: 3

*SUPPORTIVE HOUSING
SERVICES QUARTERLY REPORT
TEMPLATE DRAFT*

The following information should be submitted 45 calendar days after the end of each quarter, per IGA requirements. When that day falls on a weekend, reports are due the following Monday.

	Q1	Q2	Q3	Q4
<i>Report Due</i>	Nov 15	Feb 15	May 15	Aug 15
<i>Reporting Period</i>	Jul 1 – Sep 30	Oct 1 – Dec 31	Jan 1 – Mar 31	Apr 1 – Jun 30

Please do not change the formatting of margins, fonts, alignment, or section titles.

	Permanent Supportive Housing	Rapid Re-Housing	Housing with Services	Housing Only	Prevention	Shelter Units
YTD Progress ¹	224	238		89	227	410
Goal	175	200		100	300	385
SHS Year 1 to Current Date	2063	1086		162	3,370	361

Section 1. Progress narrative

One of each category/work plan goal must be covered in at least one quarterly report during the year. Metro will assist each county by tracking accordingly to ensure each category is covered throughout the year. In no more than 3-5 pages, please provide an executive summary and additional narrative to include:

¹*The data received each quarter may be slightly different than the revised and most up-to-date information received in the Annual Report. Data from the Annual Report will be used for final year-end figures.*

- *A high-level snapshot of your quarterly outcomes that tells us if you are on track or not on track with your Annual Work Plan goals. Which can include overall challenges and barriers to implementation, opportunities in this quarter, success in this quarter, emerging challenges and opportunities with service providers.*
 - *A focus on **one or two** of the following:*
 - *Behavioral health*
 - *New investments*
 - *Leverage*
 - *Service systems coordination*
 - *Any other topic connected to your local implementation plan*
 - *A focus on **one** of the three annual work plan categories, with one or two highlights and/or progress updates:*
 - *Racial equity*
 - *Capacity building: lead agency/ systems infrastructure,*
 - *Capacity building: provider capacity.*
 - ***Optional** narrative of the following regarding regional coordination:*
 - *Coordinated Entry*
 - *Landlord Recruitment*
 - *Healthcare System Alignment*
 - *Employee Recruitment and Retention*
 - *Training*
 - *Technical Assistance*
- *As an addendum to this report, Metro will attach individual progress reports for each area of regional coordination, which will provide additional details on implementation—including deliverables and milestones, metrics and outcomes, and budget information.*
- *A reflection on your progress for the quarter that includes your investments and programming during the reporting period.*
 - *Please also connect any of the above narratives to your data tables, as applicable.*

Program Highlights

Quarter 3 marked continued progress in housing placements, service refinement, and regional partnership. Washington County met our annual goals for Permanent Supportive Housing (serving 224 households). Washington County also met the Rapid Re-Housing goal (serving 238 households) and remains on track to achieve the prevention goals by year end. On top of meeting our annual goals, Washington County reached another big milestone, moving over 3,000 households out of homelessness and into stable housing total since Supportive Housing Services implementation began. The County also launched the Housing Resolutions Fund, creating a new flexible resource to help stabilize households with immediate one-time housing assistance and case management. These outcomes reflect steady system throughput and ongoing collaboration with provider partners over the last five years.

Major infrastructure and shelter milestones also advanced this quarter. Washington County publicly announced the future Central County Safe Rest Village location in Aloha and launched the first phase of community engagement to support development of a Good Neighbor Agreement for the program. At the same time, construction began on the Hillsboro Access Center, an important step toward expanding front door access to services and housing navigation, and phase II of the Just Compassion Resource Center.

Important regional infrastructure also progressed, with the Health Share Data Sharing Agreement officially going into effect and the first successful data transmission completed. This marks a significant milestone in integrating health and housing systems to improve service delivery and outcomes. In addition, Washington County was announced as the Regional Shelter Coordinator, a role that highlights our leadership across the region and strengthens system alignment and coordination statewide.

System Improvements

Systems work continued to focus on strengthening internal processes, refining policy guidance, and preparing for long-term sustainability. The Homeless Services Division released ongoing improvements to invoicing tools and workflows while simultaneously integrating new countywide contracting and finance systems. These changes will support future efficiencies and greater alignment across Washington County departments. Work on the Program Manual also progressed, advancing clearer, more consistent guidance for providers and staff.

The Homeless Services Division prepared and submitted the PY 2026-27 Homeless Services budget with input from the Homeless Solutions Advisory Council in what has now become a routine element of our budgeting process. As the program reaches a point of leveling resources rather than significant annual expansion, the focus has shifted toward refinement, quality, and long-term sustainability: each with its own complexities and strategic considerations.

Regionally, the Health Share Data Sharing Agreement became operational this quarter, with the first data transmission completed successfully. This new capability enables deeper coordination across systems and supports more informed service planning. Washington County also participated in a regionwide HHI Provider Convening, creating space for shared learning, alignment, and continued collaboration across the tri-county region. We continue to deepen healthcare integration with homeless services.

Challenges and Areas of Focus

Ongoing community engagement remains a central area of focus, particularly as planning continues for the Central County Safe Rest Village, transitional housing programs, and other capital developments. These efforts require sustained communication and relationship-building to be responsive to neighbor concerns and build trust with neighborhood partners ahead of program opening. In quarter 3, Washington County hosted three community meetings focused on sharing information with neighbors and listening to feedback about the future Central County Safe Rest Village and Cornell Road Recovery.

At the same time, federal uncertainty continues to present challenges. Evolving funding levels, shifting policy direction, and the lack of long-term federal commitments require ongoing monitoring and contingency planning to protect program stability. In March, the Homeless Solutions Advisory Council

voted to send a letter commenting on the Mixed Status Households rule change proposed by HUD. While this policy shift will not directly affect Supportive Housing Services recipients, the ripple effects cannot be understated.

Despite these challenges, Quarter 3 reflects steady progress, strategic alignment, and a continued commitment to leading a strong, resilient, and community-centered homeless response system.

Section 2. Data and data disaggregation ²

Please use the following table to provide and disaggregate data on Population A, Population B housing placement outcomes and homelessness prevention outcomes. Please use your local methodologies for tracking and reporting on Populations A and B. You can provide context for the data you provided in the context narrative below.

Section 2.A Housing Stability Outcomes: Placements & Preventions

Housing Placements By Intervention Type: Permanent Supportive Housing

Number of housing placements-Permanent Supportive Housing	Current Quarter	Year to Date					
	Number	Subset-Population A placed into PSH	Percentage: Population A	Subset-Population B placed in PSH	Percentage: Population B	Number	Percentage of Annual Goal
Total People	74					290	
Total Households	60	213	96%	8	4%	221	

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	6	8%	17	6%
Asian or Asian American	3	4%	6	2%
Black, African American or African	9	12%	45	16%
Hispanic/Latina/e/o	0	0%	0	0%
Middle Eastern or North African	1	1%	3	1%
Native Hawaiian or Pacific Islander	8	11%	15	5%
White	42	57%	178	61%
Non-Hispanic White (subset of White category)	40	54%	160	55%
Client doesn't know	0	0%	0	0%

² *The data received each quarter may be slightly different than the revised and most up-to-date information received in the Annual Report. Data from the Annual Report will be used for final year-end figures.*

Client prefers not to answer	1	1%	10	3%
Data Not Collected	0	0%	0	0%
Disability status				
	#	%	#	%
Persons with disabilities	63	85%	233	80%
Persons without disabilities	11	15%	52	18%
Disability unreported	0	0%	5	2%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	35	47%	140	48%
Man (Boy, if child)	39	53%	144	50%
Culturally Specific Identity	0	0%	0	0%
Non-Binary	0	0%	3	1%
Transgender	0	0%	1	0%
Questioning	0	0%	0	0%
Different Identity	0	0%	1	0%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	0	0%	0	0%
Data not collected	0	0%	1	0%

(Only if Applicable) Housing Placements By Intervention Type: Housing with Services

Number of housing placements- Housing with Services	Current Quarter	Year to Date					
	Number	Subset- Population A placed into PSH	Percentage: Population A	Subset- Population B placed in PSH	Percentage: Population B	Number	Percentage of Annual Goal
Total People	0					3	
Total Households	0	3	100%	0	0%	3	2%

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	0	0%	0	0%
Asian or Asian American	0	0%	0	0%
Black, African American or African	0	0%	0	0%
Hispanic/Latina/e/o	0	0%	0	0%
Middle Eastern or North African	0	0%	0	0%
Native Hawaiian or Pacific Islander	0	0%	0	0%

White	0	0%	3	100%
Non-Hispanic White (subset of White category)	0	0%	3	100%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	0	0%	0	0%
Data Not Collected	0	0%	0	0%
Disability status				
	#	%	#	%
Persons with disabilities	0	0%	3	100%
Persons without disabilities	0	0%	0	0%
Disability unreported	0	0%	0	0%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	0	0%	2	67%
Man (Boy, if child)	0	0%	1	33%
Culturally Specific Identity	0	0%	0	0%
Non-Binary	0	0%	0	0%
Transgender	0	0%	0	0%
Questioning	0	0%	0	0%
Different Identity	0	0%	0	0%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	0	0%	0	0%
Data not collected	0	0%	0	0%

Housing Placements By Intervention Type: Housing Only

Number of housing placements- Housing Only	Current Quarter	Year to Date					
	Number	Subset- Population A placed into PSH	Percentage: Population A	Subset- Population B placed in PSH	Percentage: Population B	Number	Percentage of Annual Goal
Total People	46					219	
Total Households	23	71	80%	18	20%	89	89%

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	4	9%	18	8%
Asian or Asian American	0	0%	3	1%
Black, African American or African	3	7%	35	16%
Hispanic/Latina/e/o	0	0%	0	0%

Middle Eastern or North African	0	0%	0	0%
Native Hawaiian or Pacific Islander	1	2%	7	3%
White	27	59%	142	65%
Non-Hispanic White (subset of White category)	26	57%	102	47%
Client doesn't know	2	4%	2	1%
Client prefers not to answer	1	2%	3	1%
Data Not Collected	0	0%	0	0%
Disability status				
	#	%	#	%
Persons with disabilities	27	59%	110	50%
Persons without disabilities	19	41%	102	47%
Disability unreported	0	0%	7	3%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	25	54%	126	58%
Man (Boy, if child)	20	43%	86	39%
Culturally Specific Identity	0	0%	0	0%
Non-Binary	1	2%	5	2%
Transgender	0	0%	2	1%
Questioning	0	0%	0	0%
Different Identity	0	0%	0	0%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	0	0%	1	0%
Data not collected	0	0%	0	0%

Housing Placements By Intervention Type: Rapid Re-Housing (all Rapid Re-Housing subtypes)

Number of housing placements- Rapid Re-housing	Current Quarter	Year to Date					
	Number	Subset-Population A placed into PSH	Percentage: Population A	Subset-Population B placed in PSH	Percentage: Population B	Number	Percentage of Annual Goal
Total People	83					450	
Total Households	51	78	33%	160	67%	238	119%

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	4	5%	14	3%
Asian or Asian American	1	1%	10	2%

Black, African American or African	14	17%	73	16%
Hispanic/Latina/e/o	0	0%	0	0%
Middle Eastern or North African	0	0%	2	0%
Native Hawaiian or Pacific Islander	7	8%	42	9%
White	40	48%	223	50%
Non-Hispanic White (subset of White category)	30	36%	187	42%
Client doesn't know	1	1%	2	0%
Client prefers not to answer	0	0%	9	2%
Data Not Collected	0	0%	2	0%
Disability status				
	#	%	#	%
Persons with disabilities	28	34%	154	34%
Persons without disabilities	53	64%	281	62%
Disability unreported	2	2%	15	3%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	49	59%	238	53%
Man (Boy, if child)	33	40%	199	44%
Culturally Specific Identity	0	0%	1	0%
Non-Binary	1	1%	7	2%
Transgender	0	0%	0	0%
Questioning	0	0%	0	0%
Different Identity	0	0%	1	0%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	0	0%	5	1%
Data not collected	0	0%	0	0%

Housing Placements By Intervention Type: Eviction and Homelessness Prevention

Number of Preventions	Current Quarter	Year to Date					
	Number	Subset- Population A placed into PSH	Percentage: Population A	Subset- Population B placed in PSH	Percentage: Population B	Number	Percentage of Annual Goal
Total People	572					680	
Total Households	189	33	15%	194	85%	227	76%

	This Quarter	Year to Date
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Race & Ethnicity	#	%	#	%
American Indian, Alaska Native or Indigenous	12	2%	12	2%
Asian or Asian American	26	5%	26	4%
Black, African American or African	89	16%	102	15%
Hispanic/Latina/e/o	0	0%	0	0%
Middle Eastern or North African	22	4%	22	3%
Native Hawaiian or Pacific Islander	20	3%	26	4%
White	221	39%	289	43%
Non-Hispanic White (subset of White category)	112	20%	165	24%
Client doesn't know	1	0%	2	0%
Client prefers not to answer	2	0%	2	0%
Data Not Collected	0	0%	0	0%
Disability status				
	#	%	#	%
Persons with disabilities	106	19%	124	18%
Persons without disabilities	459	80%	549	81%
Disability unreported	7	1%	7	1%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	303	53%	364	54%
Man (Boy, if child)	260	45%	306	45%
Culturally Specific Identity	1	0%	1	0%
Non-Binary	3	1%	4	1%
Transgender	3	1%	3	0%
Questioning	1	0%	1	0%
Different Identity	0	0%	0	0%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	2	0%	2	0%
Data not collected	3	1%	3	0%

Section 2.B Regional Long-Term Rent Assistance Program

The following data represents a **subset** of the above Housing Placements data. The Regional Long-term Rent Assistance Program (RLRA) primarily provides permanent supportive housing to SHS priority Population A clients (though RLRA is not strictly limited to PSH or Population A).

RLRA data is not additive to the data above. Housing placements shown below are duplicates of the placements shown in the data above.

*Please disaggregate data for the **total number of people in housing using an RLRA voucher during the quarter and year to date.***

Regional Long-term Rent Assistance Quarterly Program Data	Current Quarter	Year to Date				
	Number	Subset - Population A in RLRA	Percentage: Population A	Subset- Population B in RLRA	Percentage: Population B	Number

Number of RLRA vouchers issued during reporting period	82	202	90.9%	20	9.1%	222
Number of people newly leased up during reporting period	103	313	87.5%	45	12.5%	358
Number of households newly leased up during reporting period	63	208	91.6%	19	8.4%	227
Number of people in housing using an RLRA voucher during reporting period	2701	2254	80.7%	539	19.3%	2793
Number of households in housing using an RLRA voucher during reporting period	1589	1411	85.1%	246	14.9%	1657

Program to Date – Since July 1, 2021						
	Subset - Population A in RLRA	Percentage: Population A	Subset- Population B in RLRA	Percentage: Population B	Number	
Number of people in housing using an RLRA voucher	3421	2792	81.6%	629	18.4%	
Number of households in housing using an RLRA voucher	2064	1765	85.5%	299	14.5%	

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	173	6.4%	186	6.7%
Asian or Asian American	63	2.3%	66	2.4%
Black, African American or African	355	13.1%	363	13.0%
Hispanic/Latina/e/o	761	28.2%	786	28.1%
Middle Eastern or North African	7	0.3%	8	0.3%
Native Hawaiian or Pacific Islander	84	3.1%	90	3.2%
White	2114	78.3%	2187	78.3%
Non-Hispanic White (subset of White category)	1371	50.8%	1420	50.8%
Client doesn't know	7	0.3%	7	0.3%
Client prefers not to answer	22	0.8%	24	0.9%
Data Not Collected	28	1.0%	31	1.1%
Disability status				
	#	%	#	%
Persons with disabilities	1302	48.2%	1358	48.6%
Persons without disabilities	1399	51.8%	1435	51.4%
Disability unreported	0	0.0%	0	0.0%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	1426	52.8%	1468	52.6%
Man (Boy, if child)	1244	46.1%	1291	46.2%
Culturally Specific Identity	0	0.0%	0	0.0%
Non-Binary	21	0.8%	23	0.8%
Transgender	11	0.4%	13	0.5%
Questioning	0	0.0%	0	0.0%
Different Identity	0	0.0%	0	0.0%
Client doesn't know	0	0.0%	0	0.0%
Client prefers not to answer	2	0.1%	2	0.1%
Data not collected	0	0.0%	0	0.0%

Section 2.C Other Data: Non-Housing Numeric Goals

This section shows progress to quantitative goals set in county annual work plans. Housing placement and prevention progress are already included in the above tables. This section includes goals such as shelter units and outreach contacts and other quantitative goals that should be reported on a quarterly basis. This data in this section may differ county to county, and will differ year to year, as it aligns with goals set in county annual work plans.

Instructions: Please complete the tables below, as applicable to your annual work plans in Quarter 2 and Quarter 4 Reports.

Number of people in Shelter*	Current Quarter	Year to Date				
	Number	Subset-Population A placed into PSH	Percentage: Population A	Subset-Population B placed in PSH	Percentage: Population B	Number
Total People	896					1534
Total Households	636	794	69%	354	31%	1148

*(Includes Transitional Housing (TH), e.g., Recovery-Oriented Transitional Housing)

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	51	6%	81	5%
Asian or Asian American	11	1%	18	1%
Black, African American or African	94	10%	182	12%
Hispanic/Latina/e/o	0	0%	0	0%
Middle Eastern or North African	4	0%	13	1%
Native Hawaiian or Pacific Islander	68	8%	98	6%
White	549	61%	929	61%
Non-Hispanic White (subset of White category)	504	56%	850	55%
Client doesn't know	0	0%	4	0%
Client prefers not to answer	15	2%	43	3%
Data Not Collected	0	0%	0	0%
Disability status				
	#	%	#	%
Persons with disabilities	592	66%	974	63%
Persons without disabilities	277	31%	488	32%
Disability unreported	27	3%	72	5%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	376	42%	629	41%
Man (Boy, if child)	489	55%	845	55%
Culturally Specific Identity	0	0%	0	0%
Non-Binary	17	2%	27	2%
Transgender	3	0%	7	0%
Questioning	1	0%	1	0%
Different Identity	1	0%	3	0%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	2	0%	13	1%
Data not collected	7	1%	11	1%

Number of people in Outreach **, †	Current Quarter	Year to Date				
	Number	Subset - Population A Engaged	Percentage: Population A	Subset - Population B Engaged	Percentage: Population B	Number
Total People	637					992
Total households	477					764
Sub-Set – Total people “Engaged” during reporting period	126	247	22%	111	31%	357
Sub-Set – Total households “Engaged” during reporting period	110	228	71%	94	29%	322

**The Following Section is only for participants that have a “Date of Engagement”

† Includes Access Centers and Navigation Centers

Race & Ethnicity	This Quarter		Year to Date	
	#	%	#	%
American Indian, Alaska Native or Indigenous	8	6%	15	4%
Asian or Asian American	3	2%	9	3%
Black, African American or African	10	8%	28	8%
Hispanic/Latina/e/o	0	0%	0	0%
Middle Eastern or North African	0	0%	1	0%
Native Hawaiian or Pacific Islander	3	2%	8	2%
White	74	59%	223	62%
Non-Hispanic White (subset of White category)	67	53%	191	54%
Client doesn’t know	0	0%	0	0%
Client prefers not to answer	0	0%	1	0%
Data Not Collected	0	0%	0	0%
Disability status				
	#	%	#	%
Persons with disabilities	85	67%	255	71%

Persons without disabilities	32	25%	92	26%
Disability unreported	9	7%	10	3%
Gender identity				
	#	%	#	%
Woman (Girl, if child)	54	43%	181	51%
Man (Boy, if child)	60	48%	154	43%
Culturally Specific Identity	0	0%	1	0%
Non-Binary	3	2%	6	2%
Transgender	2	2%	5	1%
Questioning	0	0%	0	0%
Different Identity	0	0%	1	0%
Client doesn't know	0	0%	0	0%
Client prefers not to answer	0	0%	0	0%
Data not collected	7	6%	10	3%

Section 3. Financial Reporting

Please complete the quarterly financial report and include the completed financial report to this quarterly report, as an attachment.

Financial Report for Quarterly Progress Report (IGA 7.1.2) and Annual Program Report (IGA 7.1.1)
Washington County
FY 2025-2026

COMPLETE THE SECTION BELOW EVERY QUARTER. UPDATE AS NEEDED FOR THE ANNUAL REPORT.

	Annual Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total YTD Actuals	Variance Under / (Over)	% of Budget	Comments
Metro SHS Resources									
Beginning Fund Balance	97,093,948	84,225,421				84,225,421	12,868,527	87%	The variance between the County fund balance and the Metro fund balance is primarily driven by the timing and recognition of revenue activity. Specifically, the Metro fund balance incorporates July and August revenue postings, while the County fund balance reflects activity only through June. In addition, the Metro balance includes any anticipated or accrued losses that have been identified for the reporting period. These timing differences in revenue recognition and the inclusion of projected adjustments create the differential between the two fund balances.
Metro SHS Program Funds	100,400,000	2,696,863	29,087,660	36,118,348		67,902,871	32,497,129	68%	
Interest Earnings ⁽⁵⁾				10,000,000		10,000,000	(10,000,000)	N/A	
Interest Earnings ⁽⁵⁾	-	831,538	832,317	773,041		2,436,896	(2,436,896)	N/A	
GASB						-	-	N/A	
Subtotal Program Revenue	100,400,000	3,528,401	29,919,977	46,891,389	-	80,339,767	20,060,233	80%	
Total Metro SHS Resources	197,493,948	87,753,822	29,919,977	46,891,389	-	164,565,188	32,928,760	83%	
Metro SHS Requirements									
Program Costs									
Individual Support Costs									
Permanent Supportive Housing (PSH)									
Support to individuals who have extremely low incomes and one or more disabling conditions, who are experiencing long-term or frequent episodes of literal homelessness or imminent risk of experiencing homelessness									
Permanent Supportive Housing Services	13,678,415	1,755,986	2,245,487	3,295,794		7,297,267	6,381,148	53%	Administrative Costs for long-term rent assistance equals 2% of Partner's YTD expenses on long-term rent assistance.
Long-term Rent Assistance (RLRA)	40,279,698	7,391,906	7,491,384	7,472,105		22,355,395	17,924,303	56%	
Long-term Rent Assistance Admin	307,654	196,057	158,444	94,108		448,609	(140,955)	146%	
Subtotal PSH	54,265,767	9,343,949	9,895,315	10,862,006	-	30,101,270	24,164,497	55%	
Rapid Re-housing (RRH)									
Support to individuals experiencing a loss of housing									
Rapid Re-housing (RRH)	15,047,820	3,368,965	3,423,845	2,925,759		9,718,569	5,329,251	65%	
Subtotal RRH	15,047,820	3,368,965	3,423,845	2,925,759	-	9,718,569	5,329,251	65%	
Other Housing and Services Programs (not otherwise listed)									
Support to individuals who are experiencing homelessness or have substantial risk of homelessness									
Housing Only								N/A	
Housing Only - Long-term Rent Assistance (RLRA)	5,841,024	1,071,912	1,086,338	1,083,542		3,241,792	2,599,232	56%	
Housing Only - Long-term Rent Assistance Admin	44,613	28,431	22,976	13,646		65,053	(20,440)	146%	
Housing with Services	-					-	-	N/A	
Subtotal Other Housing and Services Programs	5,885,637	1,100,343	1,109,314	1,097,188	-	3,306,845	2,578,792	56%	
Eviction & Homelessness Prevention									
Support to individuals experiencing a potential loss of housing									
Eviction & Homelessness Prevention	6,606,638	-	-	685,764		685,764	5,920,874	10%	Out of the \$10 million in administrative funding received from Metro, \$4 million is allocated to Eviction and Homelessness Prevention over two fiscal years. Of this amount, 50% is expected to be expended in the current fiscal year, with the remaining 50% projected for the following fiscal year.
Subtotal Eviction & Homelessness Prevention	6,606,638	-	-	685,764	-	685,764	5,920,874	10%	
Safety On/Off the Street									
Support to individuals unhoused or in temporary housing									
Shelter and Transitional Housing	16,071,631	2,579,906	3,103,534	(291,169)		5,392,271	10,679,360	34%	Shelter and Transitional Housing: The category is currently showing a negative balance due to additional one-time funding received from the state. In addition, we anticipate further adjustments in Q4.
Outreach and Access Services	5,372,653	1,171,389	1,193,051	339,240		2,703,680	2,668,973	50%	
Subtotal Safety On/Off the Street	21,444,284	3,751,295	4,296,585	48,071	-	8,095,951	13,348,333	38%	
Other Supportive Services (not otherwise listed)									
Other supports to individuals not included in any of the above categories									
Other Supportive Services	1,413,845	335,366	450,102	452,886		1,238,354	175,491	88%	
Subtotal Other Supportive Services	1,413,845	335,366	450,102	452,886	-	1,238,354	175,491	88%	
System Support Costs									

Financial Report (by Program Category)		COMPLETE THE SECTION BELOW EVERY QUARTER. UPDATE AS NEEDED FOR THE ANNUAL REPORT.							
	Annual Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total YTD Actuals	Variance Under / (Over)	% of Budget	Comments
Systems Infrastructure	3,454,929	932,624	627,293	870,516		2,430,433	1,024,496	70%	Out of the \$10 million in administrative funding received from Metro, \$6 million has been allocated to Built Infrastructure.
Built Infrastructure	25,981,321	1,764,828	2,464,860	15,742,421		19,972,109	6,009,212	77%	
Overall System Services	-					-	-	N/A	
Subtotal System Support Costs	29,436,250	2,697,452	3,092,153	16,612,937	-	22,402,542	7,033,708	76%	

Financial Report for Quarterly Progress Report (IGA 7.1.2) and Annual Program Report (IGA 7.1.1)
Washington County
FY 2025-2026

COMPLETE THE SECTION BELOW EVERY QUARTER. UPDATE AS NEEDED FOR THE ANNUAL REPORT.

	Annual Budget	Q1 Actuals	Q2 Actuals	Q3 Actuals	Q4 Actuals	Total YTD Actuals	Variance Under / (Over)	% of Budget	Comments
Regional Strategy Implementation									
Regional Strategy Implementation									
Investments to support SHS program alignment, coordination and outcomes at a regional level									
Coordinated Entry	371,618	79,417	105,356	279,611		464,384	(92,767)	125%	We have updated the budget amounts for RIF. During our review, we identified a budget line for TACB that had been miscoded under Systems Infrastructure. This has now been corrected. In addition, budget distributions across all six categories have been adjusted to align with the updated expenditure assignments for RIF.
Regional Landlord Recruitment	460,817	77,346	41,835	174,255		293,436	167,381	64%	
Healthcare System Alignment	386,190	641	341	259,728		260,710	125,481	68%	
Training	39,407	73,708	18,028	917		92,653	(53,246)	235%	
Technical Assistance	2,439,407	61,321	382,644	316,742		760,707	1,678,700	31%	
Employee Recruitment and Retention	149,747			27,766		27,766	121,982	19%	
Subtotal Regional Strategy Implementation	3,847,186	292,433	548,204	1,059,019	-	1,899,656	1,947,531	49%	
County Administrative Costs									
County Administrative Costs									
County Administrative Costs	3,661,596	1,099,423	1,034,574	702,768		2,836,765	824,831	77%	
Subtotal County Administrative Costs	3,661,596	1,099,423	1,034,574	702,768	-	2,836,765	824,831	77%	
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Subtotal Program Costs									County

Glossary:

Supportive Housing Services: All SHS funded housing interventions that include PSH, RRH, Housing Only, Housing with Services, Preventions, and RLRA Vouchers. This also includes shelter, outreach, navigation services, employment services or any other SHS funding to help households exit homelessness and transition into safe, stable housing.

Supportive Housing: SHS housing interventions that include PSH, Housing Only and Housing with Services.

Regional Long Term Rent Assistance (RLRA): provides a flexible and continued rent subsidy that will significantly expand access to housing for households with extremely and very low incomes across the region. RLRA subsidies will be available for as long as the household needs and remains eligible for the subsidy, with no pre-determined end date. Tenant-based RLRA subsidies will leverage existing private market and regulated housing, maximizing tenant choice, while project-based RLRA subsidies will increase the availability of units in new housing developments. RLRA program service partners will cover payments of move-in costs and provide supportive services as needed to ensure housing stability. A Regional Landlord Guarantee will cover potential damages to increase participation and mitigate risks for participating landlords.

Shelter: Overnight shelter, congregate shelter, alternative shelter, motel shelter, tiny houses, pod villages, recuperative centers, shelter, that consists of congregate shelter beds PLUS non/semi-congregate units. Shelter definition also includes Local Alternative Shelters that have flexibility around limited amenities compared to HUD defined overnight shelters. Includes in-reach services.

Recovery Oriented Transitional Housing, Stabilization Transitional Housing, Transitional Housing: Provides temporary lodging and is designed to facilitate the movement of individuals and families experiencing homelessness into permanent housing within a specified period, but normally no longer than 24 months. Requirements and limitations vary.

Navigation Center, Access Center, Day Center, Access Services: Provides indoor shelter during daytime hours, generally between 5am and 8pm. Primarily serve households experiencing homelessness. The facilities help connect people to a wide range of resources and services daily. Including on-site support services such as restrooms, showers, laundry, mail service, haircuts, clothing, nutrition resources, lockers, ID support, etc.

Outreach: Activities are designed to meet the immediate needs of people experiencing homelessness in unsheltered locations by connecting them with emergency shelter, housing, or critical services, and providing them with urgent, non-facility-based care. *Metro is using the HUD ESG Street Outreach model. The initial contact should not be focused on data. Outreach workers collect and enter data as the client relationship evolves. Thus, data quality expectations for street outreach projects are limited to clients with a date of engagement.*

Outreach Date of Engagement “Engaged”: the date an individual becomes engaged in the development
Population A: Extremely low-income; AND have one or more disabling conditions; AND Are experiencing or at imminent risk* of experiencing long-term or frequent episodes of literal homelessness.

Imminent Risk: Head of household who is at imminent risk of long-term homelessness within 14 days of the date of application for homeless assistance and/or has received an eviction. The head of household will still need to have a prior history of experiencing long-term homelessness or frequent episodes of literal homelessness.

Population B: Experiencing homelessness; OR have a substantial risk* of experiencing homelessness.

Substantial risk: A circumstance that exists if a household is very low income and extremely rent burdened, or any other circumstance that would make it more likely than not that without supportive housing services the household will become literally homeless or involuntarily doubled-up.

The following list are HUD HMIS approved Project Types. Metro recognizes SHS programs do not align with these project types exactly, and value that flexibility. However, to ensure the interpretations and findings are based upon correct interpretations of the data in quarterly reports and HMIS reports, we will reference these Project Types by the exact HUD name.

Here are the HUD Standards if needed, <https://files.hudexchange.info/resources/documents/HMIS-Data-Standards-Manual-2024.pdf>

Permanent Supportive Housing, “PH - Permanent Supportive Housing (disability required for entry)”: A long-term intervention intended to serve the most vulnerable populations in need of housing and supportive services to attribute to their housing success, which can include PBV and TBV programs or properties. Provides housing to assist people experiencing homelessness with a disability (individuals with disabilities or families in which one adult or child has a disability) to live independently.

Housing with Services, “PH - Housing with Services (no disability required for entry)”:

A project that offers permanent housing and supportive services to assist people experiencing homelessness to live independently but does not limit eligibility to individuals with disabilities or families in which one adult or child has a disability. May include any other type of housing, not associated with PSH/RRH, that does include supportive services.

Housing Only, “PH - Housing Only”:

A project that offers permanent housing for people experiencing homelessness but does not make supportive services available as part of the project. May include RLRA Only programs.

Rapid Re-Housing, “PH - Rapid Re-Housing” (Services Only and Housing with or without services):

A permanent housing project that provides housing relocation and stabilization services and/or short and/or medium-term rental assistance as necessary to help an individual or family experiencing homelessness move as quickly as possible into permanent housing and achieve stability in that housing. May include Move-In Only programs.

Prevention, “Homelessness prevention”:

A project that offers services and/or financial assistance necessary to prevent an individual or family from moving into an emergency shelter or living in a public or private place not meant for human habitation. Component services and assistance generally consist of short-term and medium-term tenant-based or project-based rental assistance and rental arrears. Additional circumstances include rental application fees, security deposits, advance payment of last month's rent, utility deposits and payments, moving costs, housing search and placement, housing stability case management, mediation, legal

services, and credit repair. This term differs from retention in that it designed to assist nonsubsidized market rate landlord run units.

Memo

Date: June 1, 2026
To: Supportive Housing Services Oversight Committee
From: RJ Stangland, Finance Manager
Subject: FY25-26 Q3 (July 2025 – March 2026) Financial Report

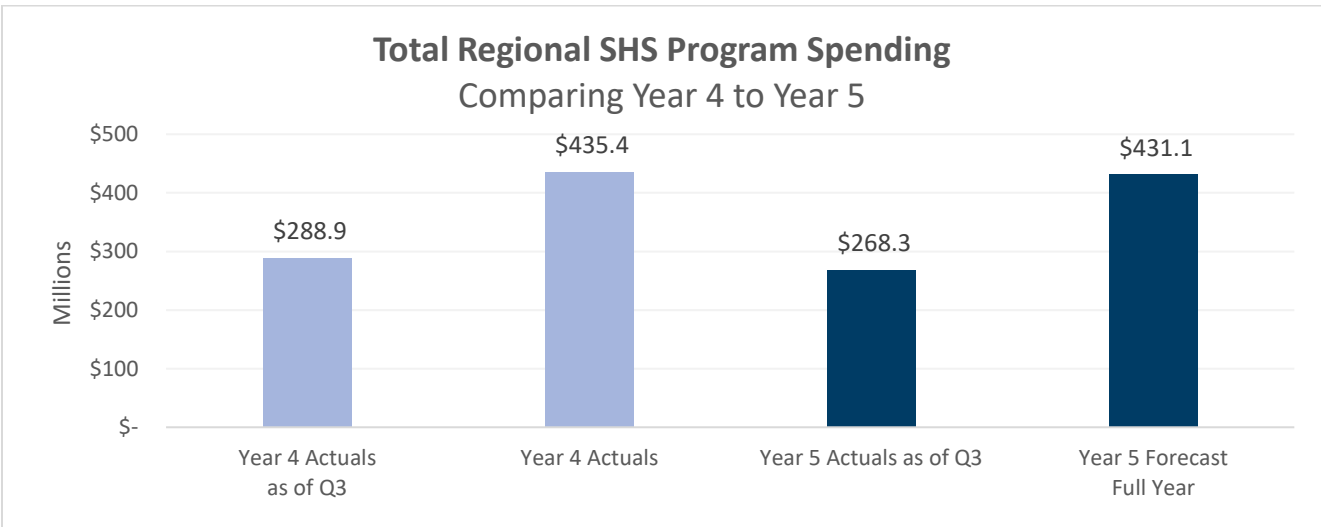
Metro designed this quarterly financial report to provide the information necessary for the SHS Oversight Committee to monitor financial aspects of program administration. It includes details on tax collections and tax collection costs, administrative costs, and program costs. County financial information comes from the quarterly finance reports provided by the counties as part of their quarterly progress reports, and any updates or additional information received from the counties.

Year 5 Quarter 3 Financial Overview

As noted last quarter, Metro’s 2025 Fall forecast for total tax collections in FY26 could be \$22.3 million higher than the original FY26 budget figure of \$328.8 million. Monthly tax collections remain between previous fiscal years’ collections; however, cumulatively FY26 tax collections continue to be above all previous years due to the spike in October’s tax collections caused by payments of prior years’ unpaid business taxes. Q3 reporting uses August to February tax collection figures due to the time taxes are collected, disbursed to the counties, and recognized as county revenue. At the end of Q3, a little over \$170 million was collected.

Since it’s the start of June, it’s relevant to understand the impact of April tax revenue (even though this will be reported on in Q4). Almost \$286 million has been collected after the main tax filing deadline for personal income, and the forecast is still tracking to end around \$351.1 million. Full forecast and additional analysis are available [here](#).

Spending as of FY26 Q3 is slightly lower than at this point last year. This demonstrates the continued focus to prioritize the most effective SHS programming as Metro and the counties face stagnant forecasted tax revenue growth paired with overall rising costs due to inflation and the unpredictability within the local and global economies.



For County specific data, see the “Year 4 – Year 5 Growth” charts in the County Snapshots below.

Supportive Housing Services Tax Overview

Key Takeaways:

- As noted above, the tax collection forecast has increased to \$351.1 million, about 7% higher than the original FY26 budget figure. This has a direct impact on Metro and Counties' Year-end Forecasts for revenue

Tax Revenue Summary					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Tax Revenue	328,800,000	170,805,821	52%	351,100,000	107%
Tax Collection Costs (Amount retained)	11,430,142	6,300,000	55%	11,430,142	100%
Net Tax Revenue	317,369,858	164,505,821	52%	339,669,858	107%
Metro Admin Allowance (5%)	15,868,493	8,225,291	52%	16,983,493	107%
County Partner Revenue	301,501,365	156,280,530	52%	322,686,365	107%
Multnomah County	136,680,619	70,847,173	52%	146,284,486	107%
Washington County	100,500,455	52,093,510	52%	107,562,122	107%
Clackamas County	64,320,291	33,339,846	52%	68,839,758	107%

Tax Collection Costs					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Tax Collection Costs	11,430,142	6,784,773	59%	11,430,142	100%
Personnel	5,335,240	3,673,653	69%	5,335,240	100%
Software	3,510,488	2,238,904	64%	3,510,488	100%
Other M&S	1,461,304	872,216	60%	1,461,304	100%
Contingency	1,123,110	-	0%	1,123,110	100%

Tax collections above are on an accrual accounting basis and reflect collections received by Metro and disbursed to county partners from September 2025 – March 2026. Tax collections by the tax administrator through July 2026, received by Metro and disbursed to county partners in August 2026, are recorded in FY26 since these tax payments are for income earned during that fiscal year.

The amount retained by Metro for tax collection costs is based on estimated costs; actual YTD tax collection costs are detailed in the second table.

Administration and Oversight Costs

The Supporting Housing Services Measure allows for up to 5% of net tax collections to cover the costs of Metro program administration and oversight. This includes the SHS team, as well as supporting operations like finance, legal, communications, IT, and HR. The costs associated with Metro program administration and oversight are detailed in the table below.

Key Takeaways:

- Metro entered this fiscal year with \$37.5 million in carryover from the prior year.
- Metro amended the budget in March to account for the \$32 million of admin carryover planned to be distributed to the counties to support budget gaps and urgent one-time investments.
- Additional Metro admin carryover funds will be used for both stabilization reserves and to provide necessary capacity for new and unforeseen programmatic opportunities.
- Metro expects to end this fiscal year with approximately \$8 million in carryover.

Metro Administrative Costs					
	Amended Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Prior Year Carryover	30,192,511	37,528,757	124%	37,528,757	124%
YTD Admin Allowance (5%)	15,868,493	8,225,291	52%	16,983,493	107%
Interest Earnings	663,519	572,059	86%	730,000	110%
Total Resources	6,724,523	46,326,107	99%	55,242,250	118%
Direct Personnel	7,127,228	4,630,218	65%	6,482,305	91%
Materials & Services	36,486,896	27,498,976	75%	35,825,537	98%
Indirect Costs (Allocation Plan)	4,951,245	3,713,434	75%	4,951,245	100%
Contingency	3,387,686	-	0%	-	0%
Expense & Contingency	51,953,055	35,842,628	69%	47,920,446	92%
Carryover to next period	(5,228,532)	10,483,480		7,983,162	

Metro recommends that each county's program administrative costs do not exceed 5% of SHS program revenue. These costs do not include the administrative costs of service providers or regional long-term rent assistance (RLRA). Due to timing differences in when revenue is recorded, this metric is not monitored on a quarterly basis. It will be reported in the annual report.

For quarterly monitoring, county administrative costs as a percentage of program costs are shown in the table below.

County Administrative Costs				
	Clackamas County	Multnomah County	Washington County	Total
County Administrative Costs	2,304,423	5,904,784	2,836,765	11,045,973
<i>% of SHS program costs</i>	<i>5%</i>	<i>6%</i>	<i>4%</i>	<i>5%</i>

County Partner Snapshots

The following pages summarize financial information by county, in both numerical and visual form. This provides a consistent format to compare the similar but unique programs of each county.

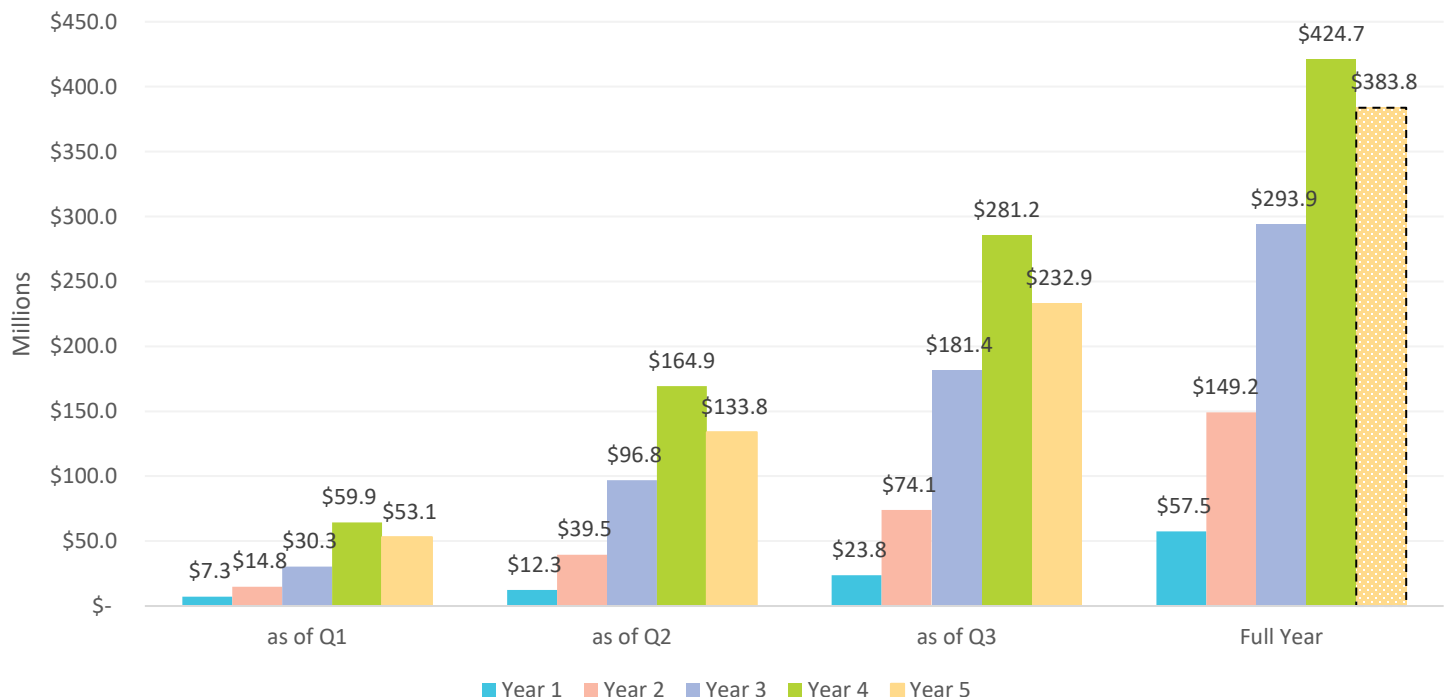
Note: SHS Program Revenue reported below is per the counties' financial reports. It may differ from the revenue reported above due to additional revenue, such as interest earnings, and differences in timing per each county's accounting policies.

Key Takeaways:

- Together, the counties have spent a combined total of \$232.9 million on SHS program costs as of the third quarter of Year 5 (July 2025 – March 2026), which is a significant decrease of \$48.3 million from the \$281.2 million spent in the prior year at this point.
- All counties continue to have more year-to-date expenses than program revenue collected in Q3, requiring prior year carryover to cover these deficits.

County Summary (in millions) as of March 2026				
	Clackamas County	Multnomah County	Washington County	Total
Prior Year Carryover	\$103.5	\$63.0	\$84.2	\$250.7
SHS Program Revenue	\$33.3	\$70.8	\$67.9	\$172.1
Interest Earnings	\$2.5	\$1.2	\$2.4	\$6.2
Other Revenue	-	-	\$10.0	\$10.0
Total Resources	\$139.3	\$135.1	\$164.6	\$439.0
Program Costs	\$46.7	\$105.9	\$80.3	\$232.9
Total Expense	\$46.7	\$105.9	\$80.3	\$232.9
Budgeted Reserves	\$13.3	\$4.2	\$60.9	\$78.3
Ending Balance (incl. Reserves)	\$92.6	\$29.2	\$84.3	\$206.1

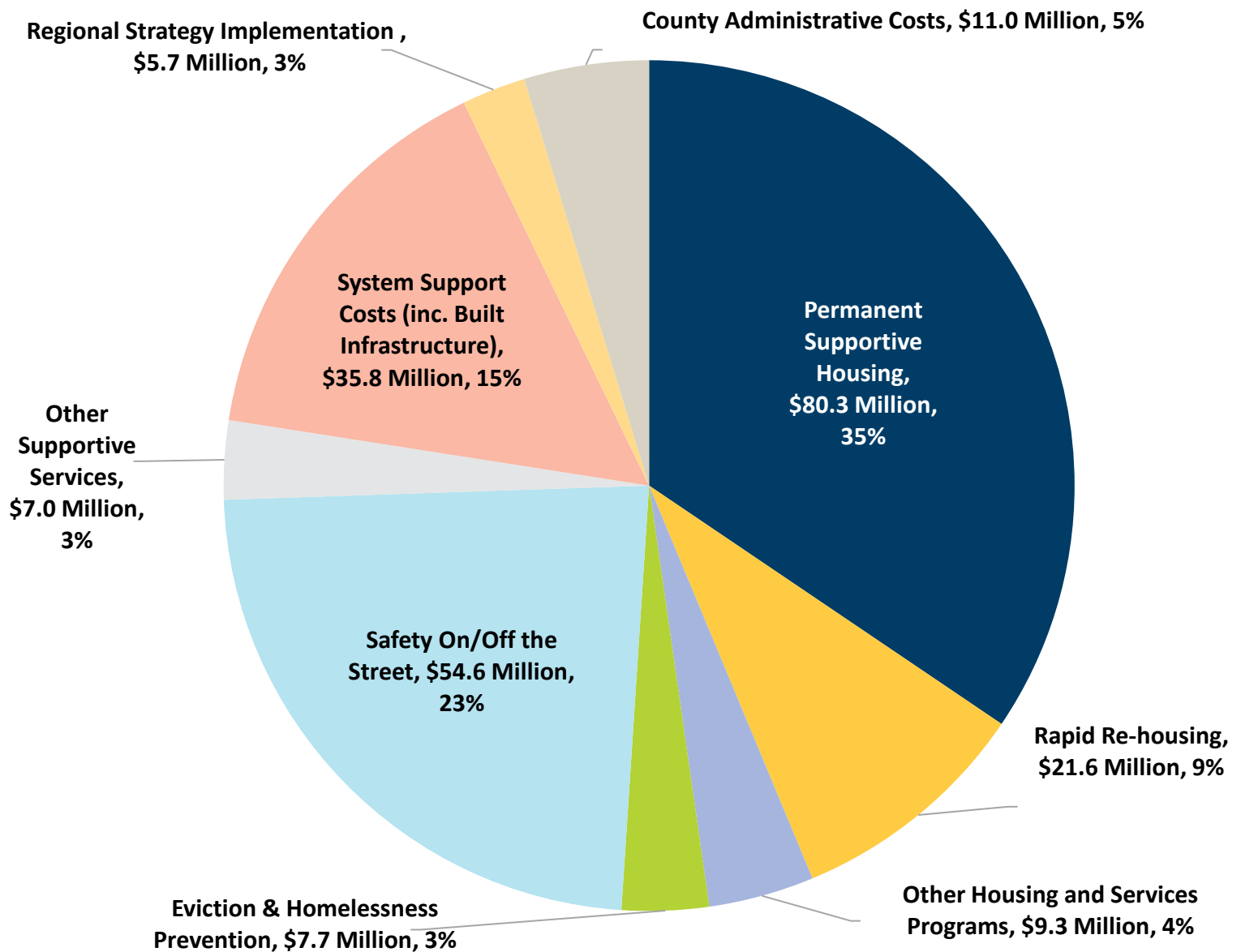
Combined County SHS Spending by Year



**Regional SHS Spending by Program Category
(All Counties Combined)**

\$232.9 million

(Year 5 Q3: July 2025 – March 2026)



Clackamas County Snapshot

Overview

Clackamas County included estimated carryover of \$101.6 million in its FY26 budget, however actual carryover was updated to \$103.5 million after their county audit finalized the expenses and interest earnings for the prior fiscal year. Similarly, Clackamas County's original budget for FY26 program revenue reflected Metro's 2024 Fall forecast, which has since increased by \$4.5 million with Metro's updated 2025 Fall Forecast. As a result, Clackamas County expects to end the year with over \$7 million more in resources (assuming their interest earnings continue) than initially budgeted.

Clackamas County reported \$46.7 million in expenses as of FY26 Q3, and based on its spend-down plan, expects to have \$90.3 million in total expenses this fiscal year. This would result in an ending balance of \$84.6 million for next fiscal year, of which \$13.3 million is budgeted as stabilization reserve and regional strategy implementation contingency.

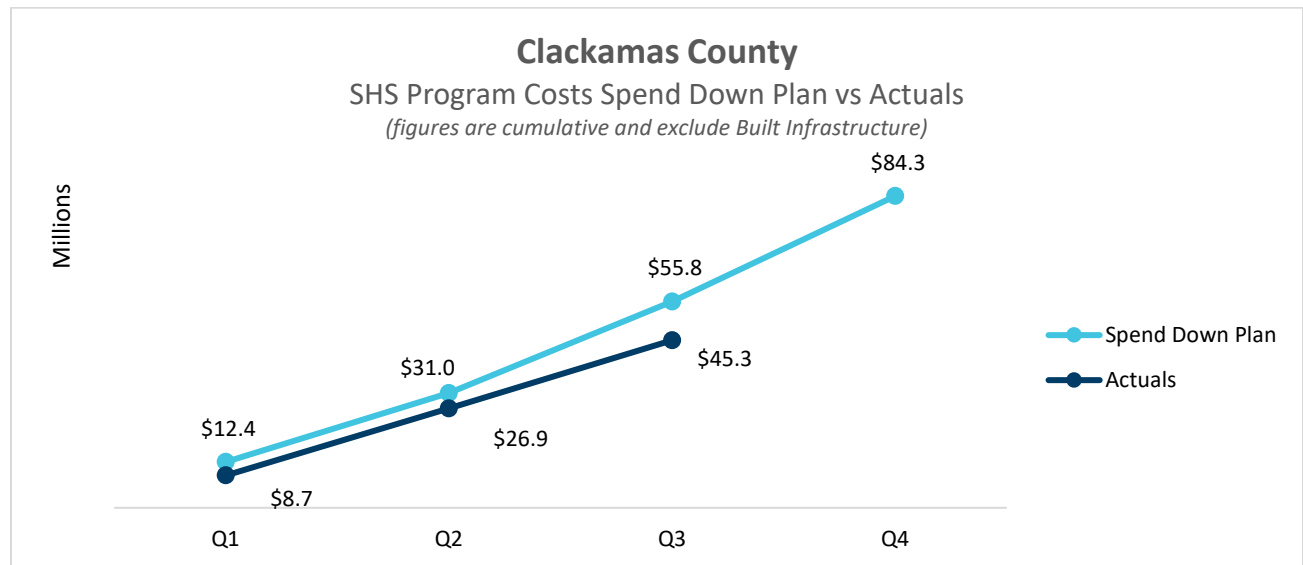
Clackamas County's spend-down plan for carryover includes limited-term regional investments in coordinated entry and technical assistance, limited-term investments in system development and service provider capacity building, limited-term pilot programs (to close system gaps, address unmet needs, and test innovative system integrations and up-stream approaches), short-term rent assistance, the Move Forward program to support those transitioning off the RLRA program, reserves to slowly ramp down multiple programs over the course of three fiscal years to prevent shock to the system, and capital investments in built infrastructure.

Clackamas County					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Prior Year Carryover	101,616,275	103,505,192	102%	103,505,192	102%
SHS Program Revenue	64,320,000	33,339,846	52%	68,839,758	107%
Interest Earnings	2,000,000	2,494,540	125%	2,494,540	125%
Other Revenue	-	-	N/A	-	N/A
Total Resources	167,936,275	139,339,578	83%	174,839,489	104%
Program Costs (excluding Built Infrastructure)	123,949,281	45,290,546	37%	84,285,511	68%
Built Infrastructure	27,494,472	1,413,468	5%	6,000,000	22%
Contingency	3,216,000	-	0%	-	0%
Expense & Contingency	154,659,753	46,704,013	30%	90,285,511	58%
Reserves	13,276,522	13,276,522		13,276,522	
Ending Balance (incl. Reserves)	13,276,522	92,635,564		84,553,978	

Annual Spending

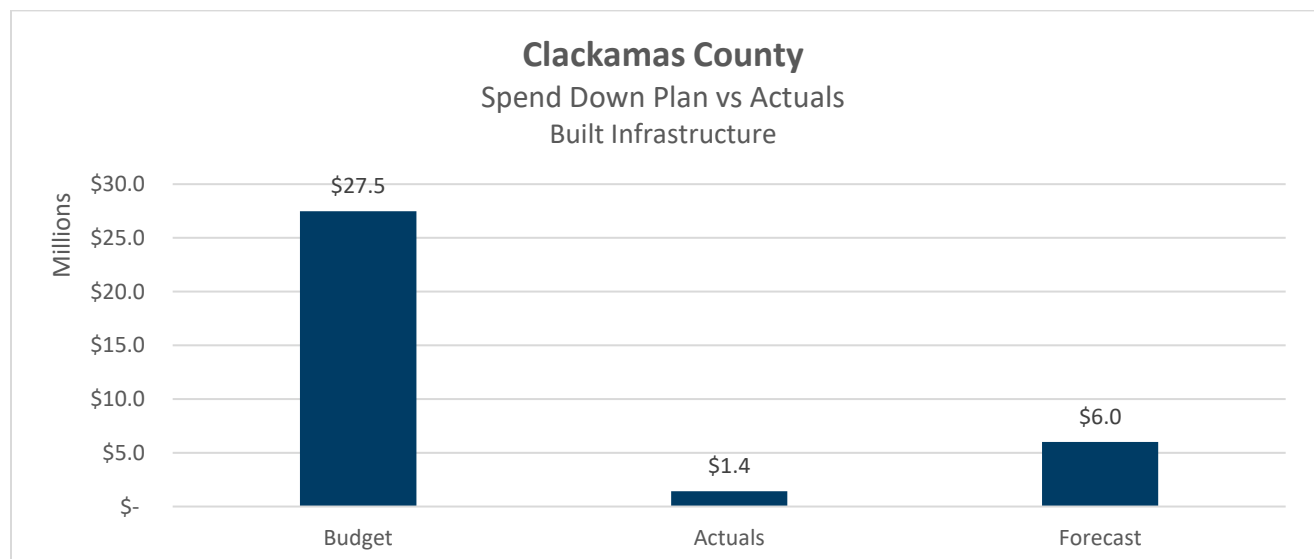
Total forecasted annual spending is \$90.3 million, which is about 24% more from the prior year and 31% more than the current year forecasted program revenue (excluding interest earnings).

The spend-down plan reflects estimated spending of the annual program budget by quarter and is compared to actual spending below. Clackamas County's spend-down plan projects that it will spend 68% of its annual program budget in FY26, excluding built infrastructure. The graph shows a more linear track for actuals up to end of Q3. Actuals are slightly below the spend down plan; however, Q4 historically ends with significant increases in spending due to end of year invoicing from providers.



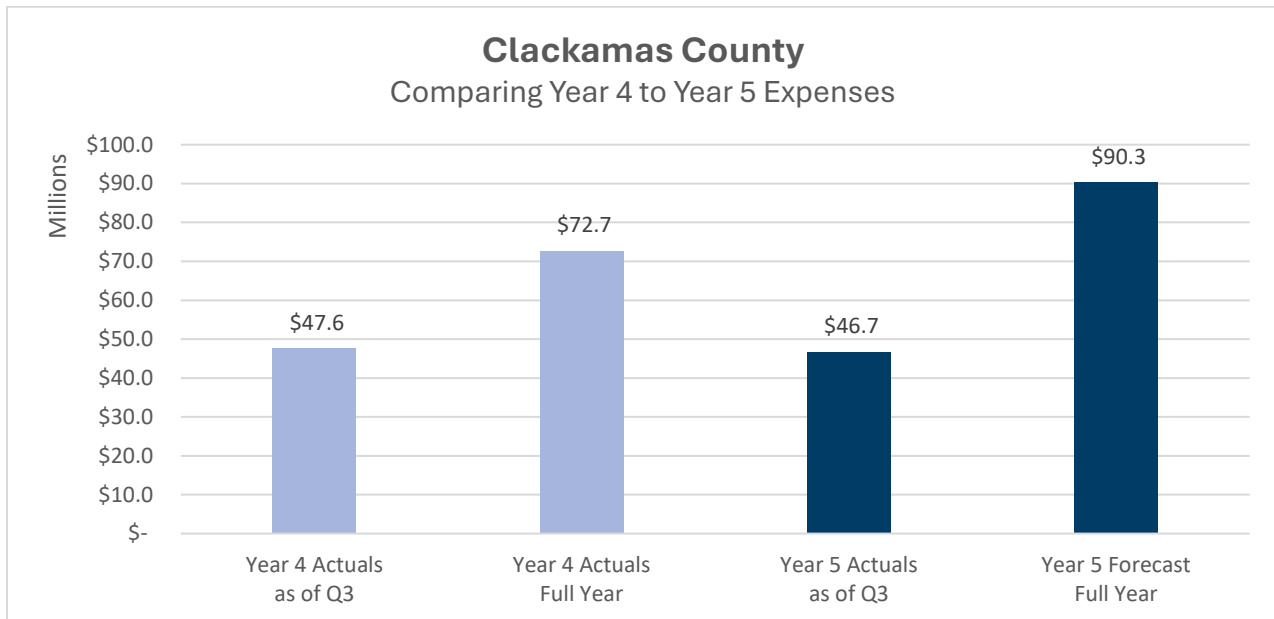
Built infrastructure is forecasted separately as these expenses tend to occur in large tranches as opposed to gradually over time. Clackamas County fully budgets multiyear investments.

The county anticipates spending approximately \$6 million on built infrastructure in FY26 and the remaining amount that is budgeted in future years.

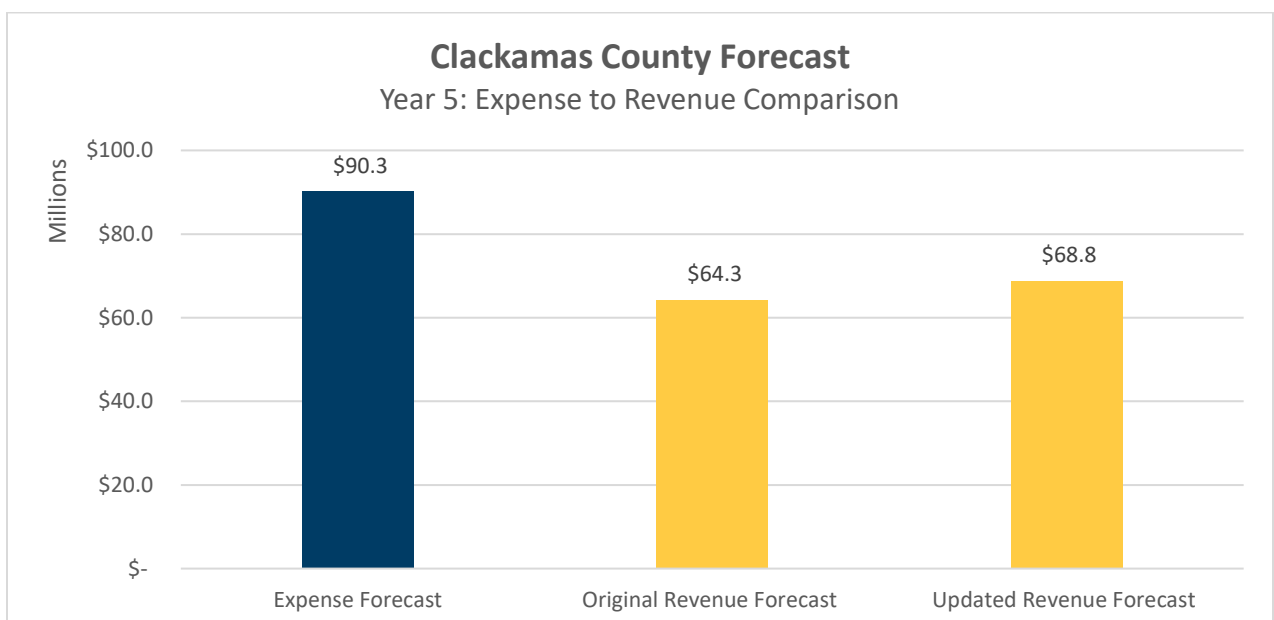


Year to Year Comparison

The following chart compares Year 4 spending with Year 5. Clackamas County has spent about 2% less in Year 5 as compared to this time in Year 4; however, when looking at full year actuals to forecasted expenses, Clackamas County is projected to spend about 24% more in Year 5 than by the end of last fiscal year.

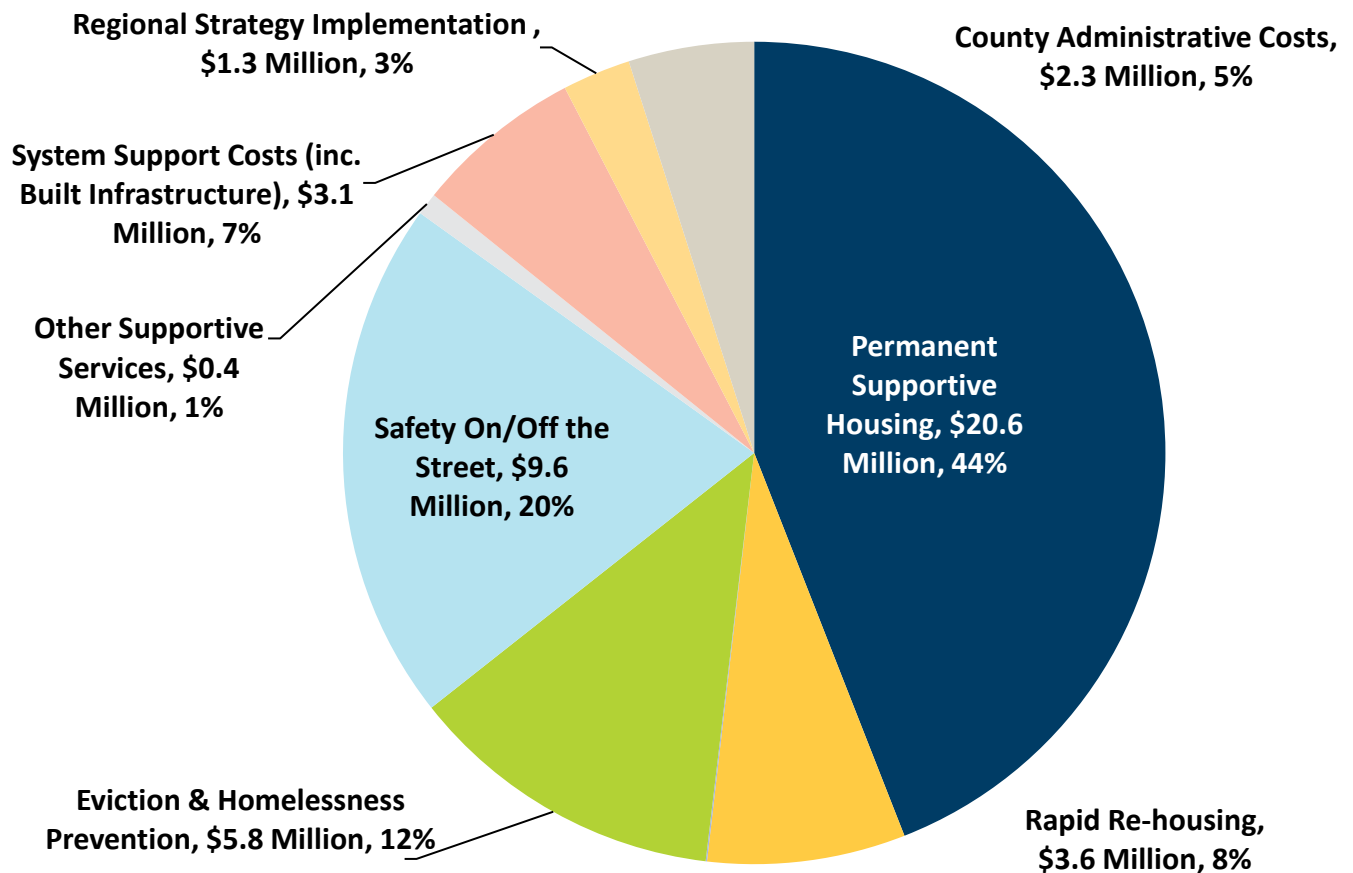


The chart below compares expense and revenue forecasts (original and updated). In year 5, there is now a deficit gap between program expense and revenue, as programs are fully ramped up while the latest revenue forecasts are lower than originally forecasted for FY26.

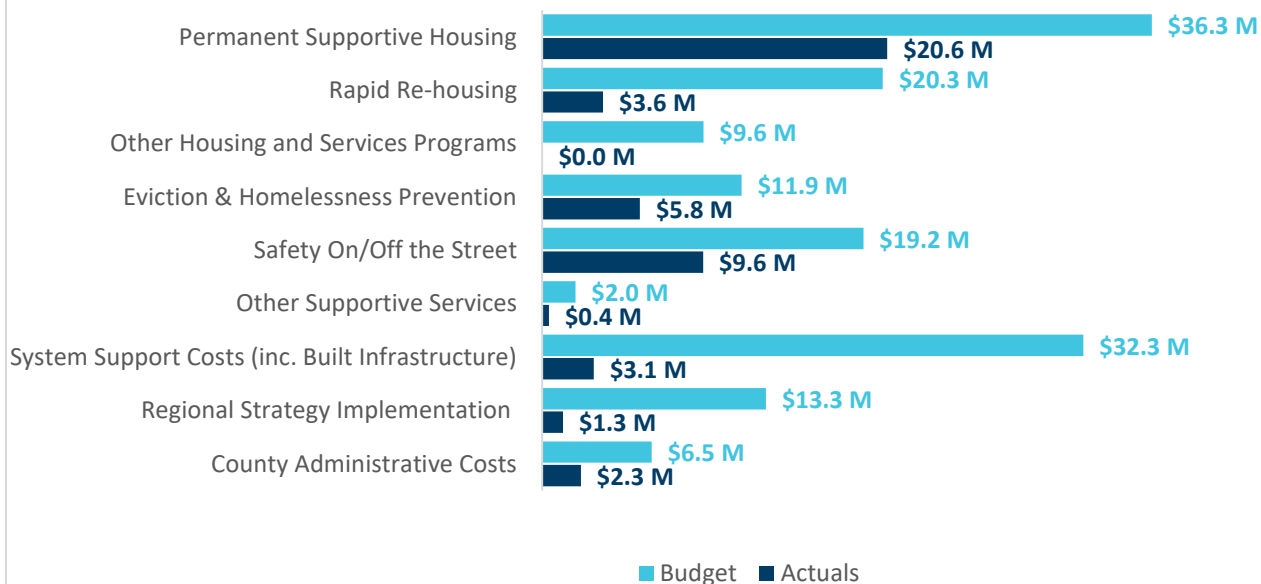


Clackamas County SHS Spending by Program Category

(Year 5 Q3: July 2025 – March 2026)



Clackamas County FY 2025-26 Program Expenditures



Multnomah County Snapshot

Overview

Multnomah County included \$63 million in carryover in its FY26 budget, which included Metro's \$15 million carryover distribution in August (Multnomah County accounted for this accrual at the end of FY25). Multnomah County amended their original budget for FY26 to include their updated actual FY25 carryover after their audit. Additionally, there will be \$9.7 million in forecasted revenue based on Metro's updated 2025 Fall Forecast. As a result, Multnomah County expects to end the year with \$10.9 million more in resources than initially budgeted.

Multnomah County reported \$105.9 million in expenses as of FY26 Q3, and based on its spend-down plan, expects to have \$157.7 million in total expenses this fiscal year. This would result in an ending balance of \$52.8 million for next fiscal year, of which \$4.2 million is budgeted as a stabilization reserve.

Multnomah County's spend-down plan for carryover includes sustainment of current programming and service provider capacity levels, systems infrastructure, built infrastructure, regional strategy implementation, and building up stabilization reserves.

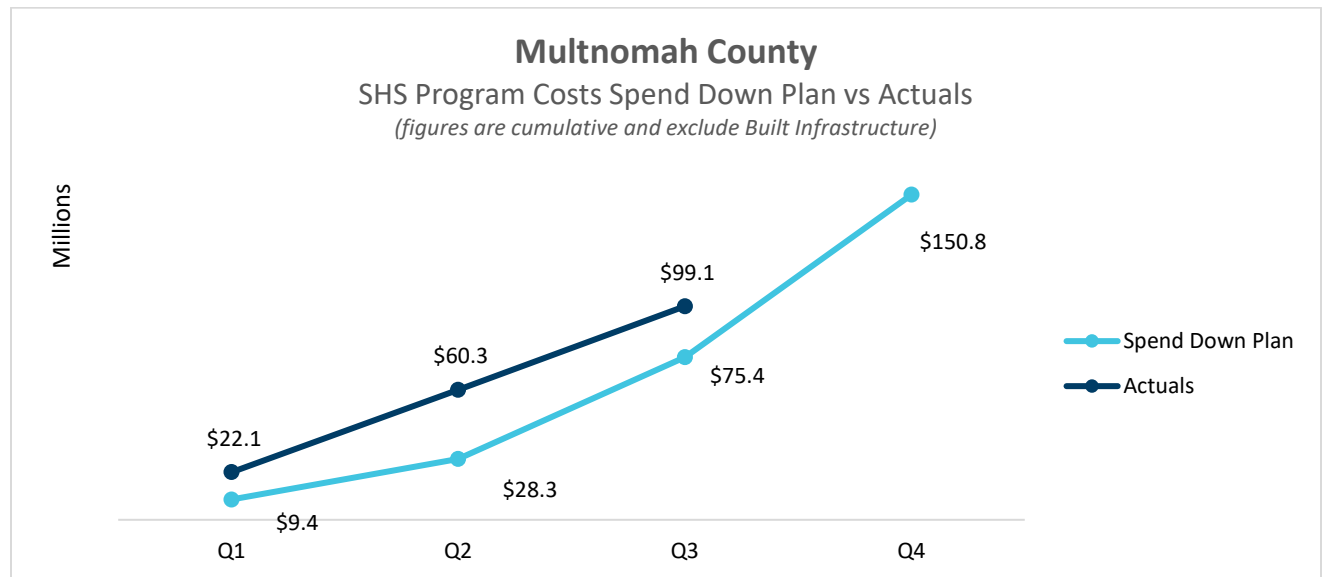
Multnomah County					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Prior Year Carryover	62,967,179	62,967,180	100%	62,967,180	100%
SHS Program Revenue	136,584,365	70,847,173	52%	146,284,486	107%
Interest Earnings	-	1,239,595	N/A	1,239,595	N/A
Other Revenue	-	-	N/A	-	N/A
Total Resources	199,551,544	135,053,948	68%	210,491,260	105%
Program Costs (excluding Built Infrastructure)	188,535,814	99,050,539	53%	150,828,651	80%
Built Infrastructure	6,850,000	6,850,000		6,850,000	100%
Contingency	-	-	N/A	-	N/A
Expense & Contingency	195,385,814	105,900,539	54%	157,678,651	81%
Reserves	4,165,730	4,165,730		4,165,730	
Ending Balance (incl. Reserves)	4,165,730	29,153,409		52,812,609	

Note: These budget figures are based on Multnomah County's latest amended budget, which reflects an update from the budget figures originally reported in their Q1 report. Specifically, both prior year carryover and program expenses increased by \$7.1 million.

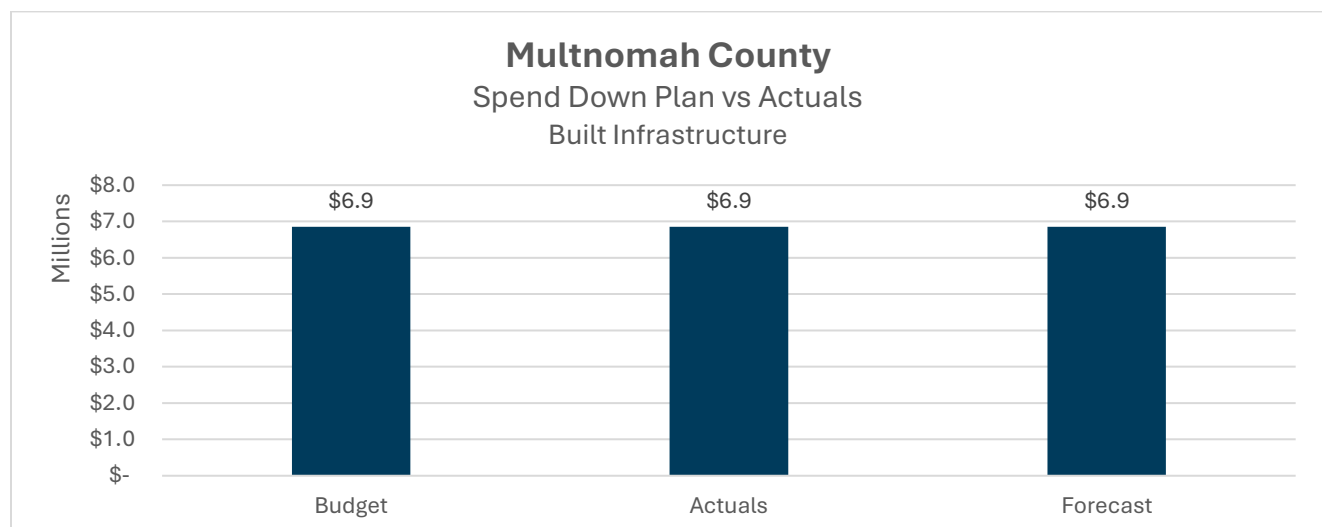
Annual Spending

Total forecasted annual spending is \$157.7 million, which is about 72% of the prior year amount and 8% more than the current year forecasted program revenue (excluding interest earnings).

The spend-down plan reflects estimated spending of the annual program budget by quarter and is compared to actual spending below. Multnomah County's spend-down plan projects that it will spend 80% of its annual program budget in FY26, excluding built infrastructure. The graph shows a more linear track for actuals up to end of Q3. Actuals are above the spend down plan but show that they are on track with their spend down plan benchmarks for year end.

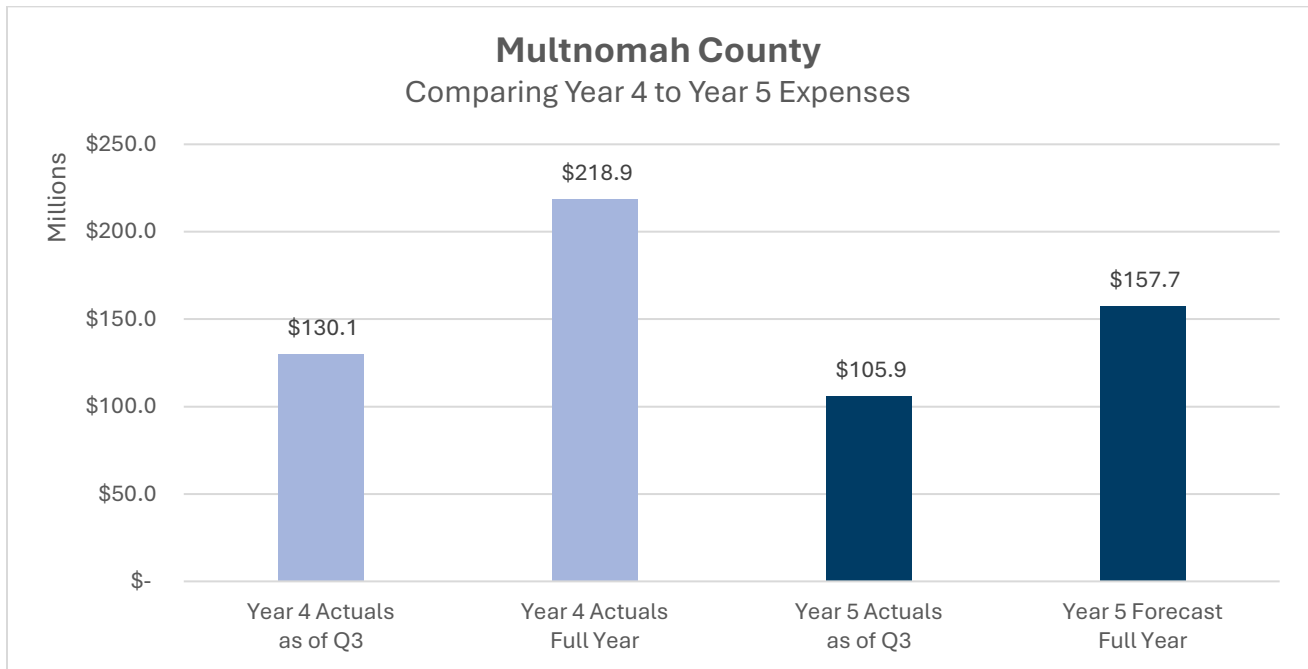


Built infrastructure is forecasted separately as these expenses tend to occur in large tranches as opposed to gradually over time. Multnomah County's Q3 report did not comment on specifics for Built Infrastructure for FY26 and the forecast assumes only the budgeted amount will be expensed this fiscal year.



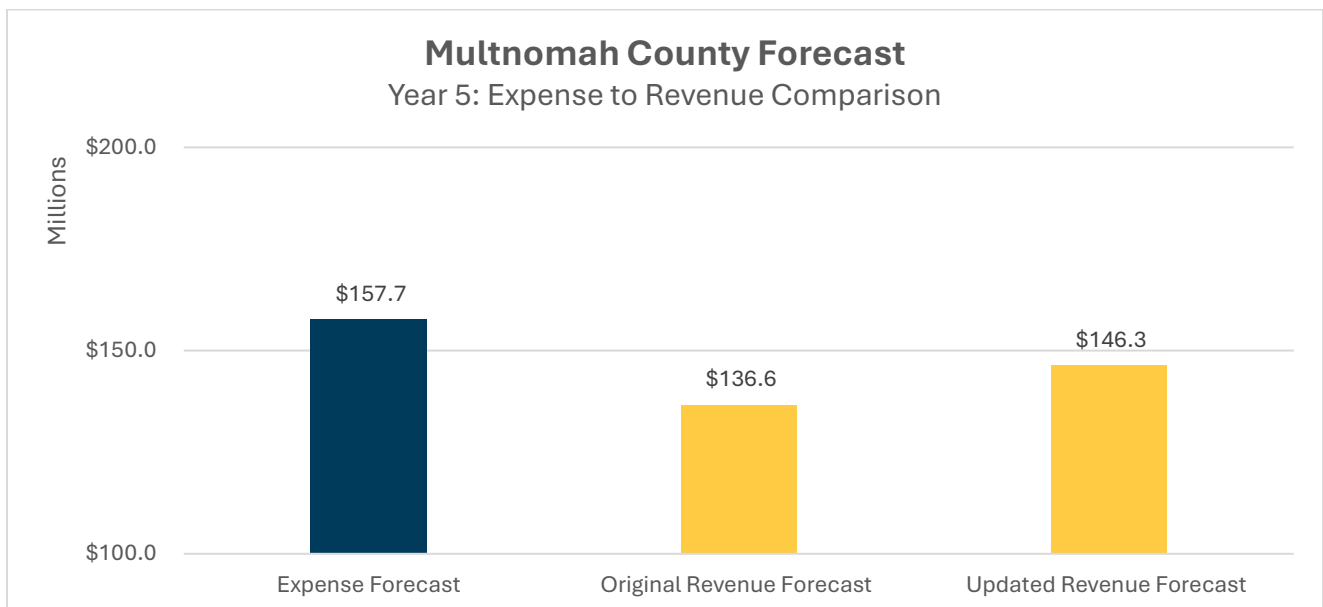
Year to Year Comparison

The following chart compares Year 4 spending with Year 5. Multnomah County has spent about 19% less in Year 5 as compared to this time in Year 4 and is forecasted to spend 28% less by the end of the year when compared to Year 4's full year actuals.



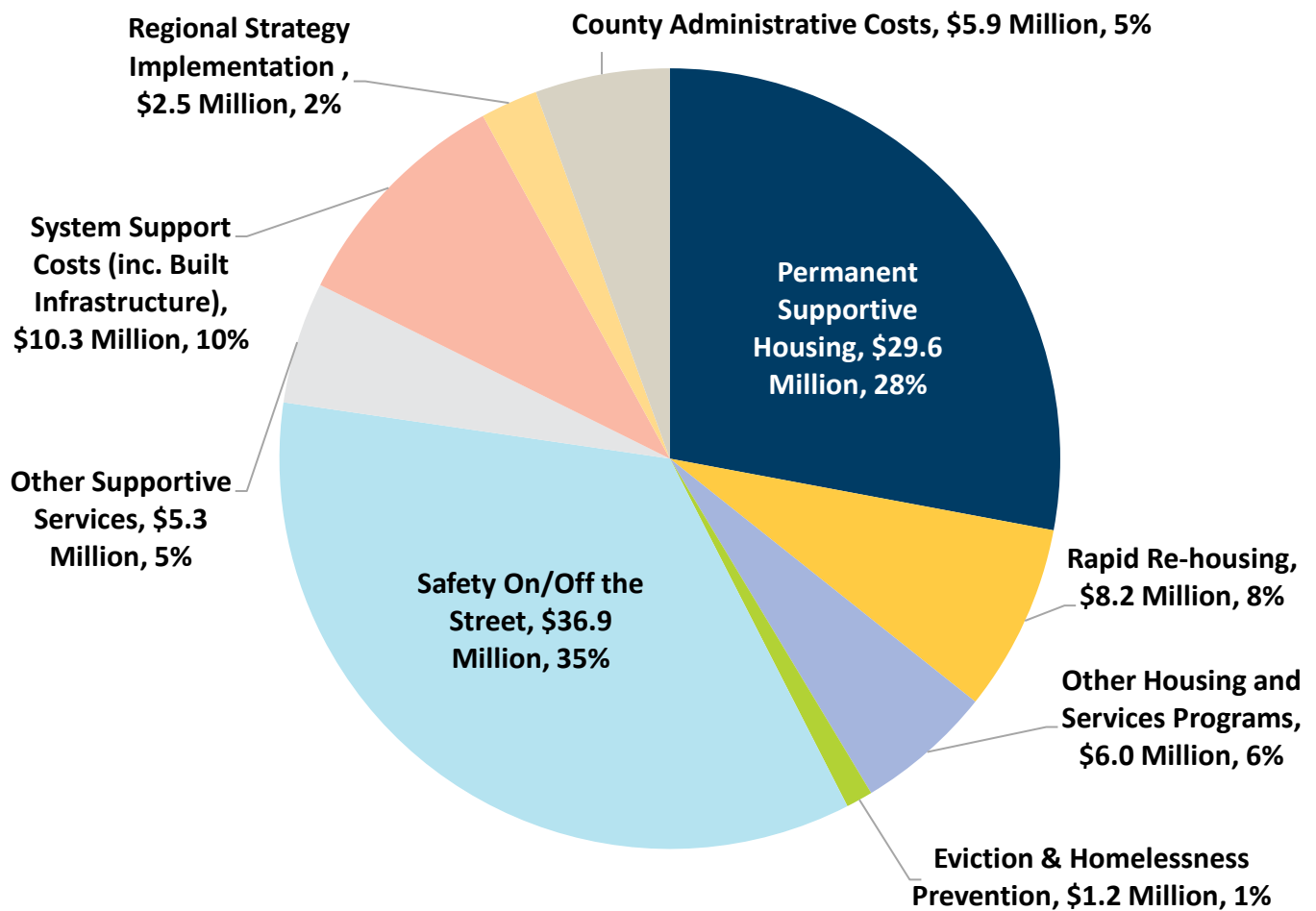
The chart below compares expense and revenue forecasts (original and updated). In year 5, there continues to be a deficit gap between program expense and revenue forecast, as programs are now fully ramped up while revenue forecasts show a leveling off.

Multnomah County shows a potential \$11.4 million deficit this fiscal year which will be covered by prior year carryover.

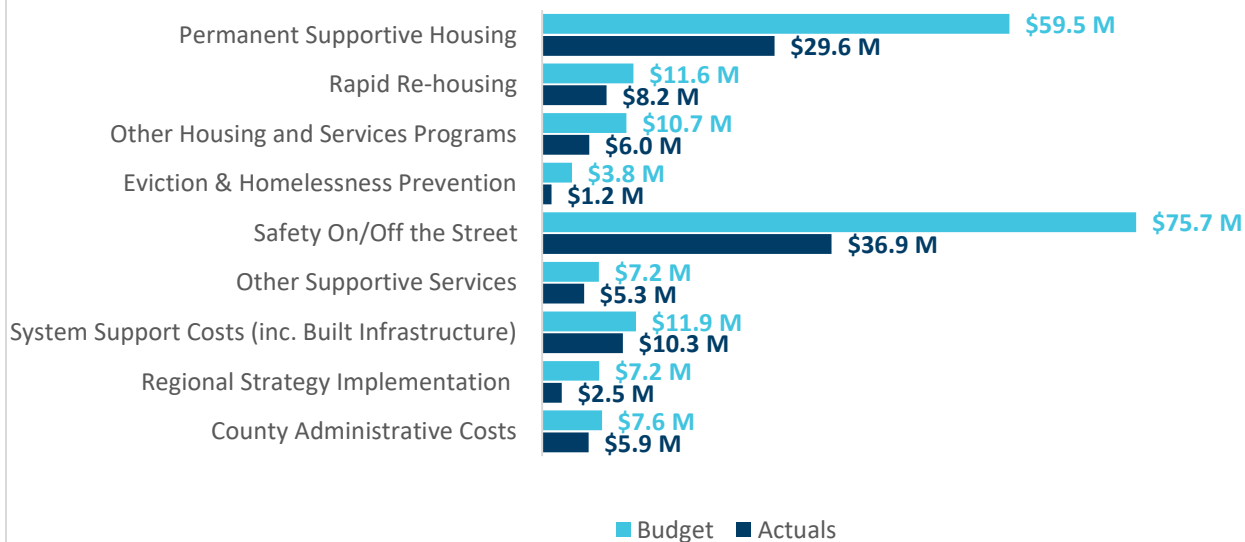


Multnomah County SHS Spending by Program Category

(Year 5 Q3: July 2025 – March 2026)



Multnomah County FY 2025-26 Program Expenditures



Washington County Snapshot

Overview

Washington County included estimated carryover of \$97.1 million in its FY26 budget, however actual carryover was lowered to \$84.2 million due to a mix between final expenses, interest earnings at the close of the prior fiscal year, and variance in when tax revenue is accounted. Washington County's original budget for FY26 program revenue reflected Metro's 2024 Fall forecast, which has since increased by \$7.2 million with Metro's updated 2025 Fall Forecast. Additionally, Washington County received \$10 million in Metro admin carryover this quarter. As a result, Washington County expects to end the year with \$3.3 million more in resources than initially budgeted including interest earnings not originally budgeted.

Washington County reported \$80.3 million in expenses as of FY26 Q3, and based on its spend-down plan, expects to have \$135.8 million in total expenses this fiscal year. This would result in an ending balance of \$68.4 million for next fiscal year, of which \$60.9 million is budgeted as stabilization reserve, regional strategy implementation contingency, and other programmatic reserves.

Washington County's spend-down plan for carryover includes sustainment of current programming and service provider capacity levels, significant investments in built infrastructure, and expansion of eviction prevention and short-term rent assistance.

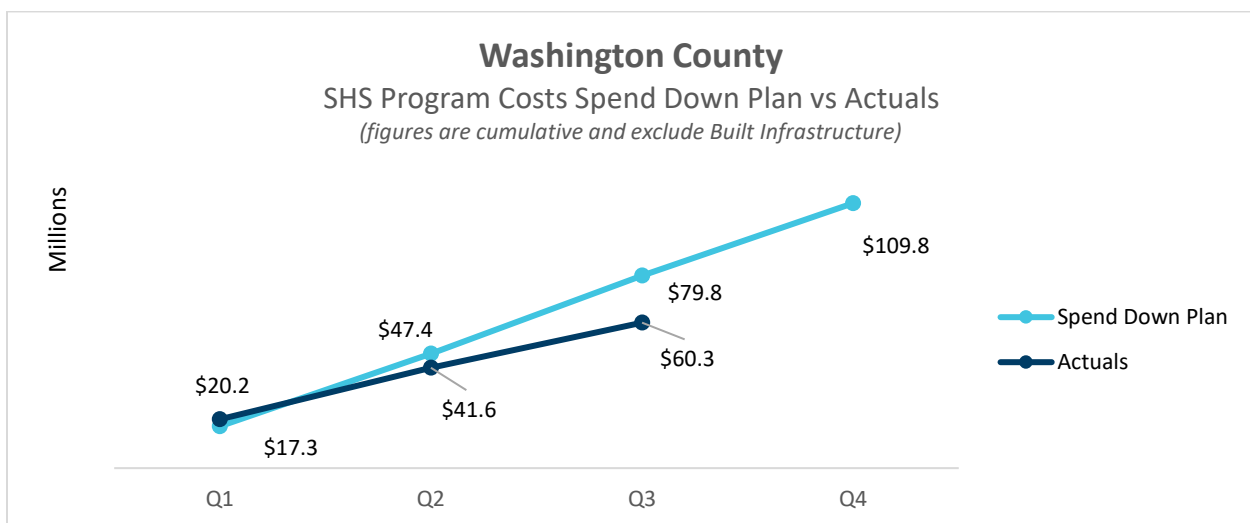
Washington County					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Prior Year Carryover	97,093,948	84,225,421	87%	84,225,421	87%
SHS Program Revenue	100,400,000	67,902,871	68%	107,562,122	107%
Interest Earnings	-	2,436,896	N/A	2,436,896	N/A
Other Revenue	10,000,000	10,000,000	N/A	10,000,000	N/A
Total Resources	207,493,948	164,565,188	79%	204,224,439	98%
Program Costs (excluding Built Infrastructure)	115,627,703	60,313,608	52%	109,846,318	95%
Built Infrastructure	25,981,321	19,972,109	77%	25,981,321	100%
Contingency	5,020,000	-	0%	-	0%
Expense & Contingency	146,629,024	80,285,717	55%	135,827,639	93%
Reserves	60,864,924	60,864,924		60,864,924	
Ending Balance (incl. Reserves)	60,864,924	84,279,471		68,396,800	

Note: Other Revenue of \$10 million is from Metro admin carryover disbursement in Q3.

Annual Spending

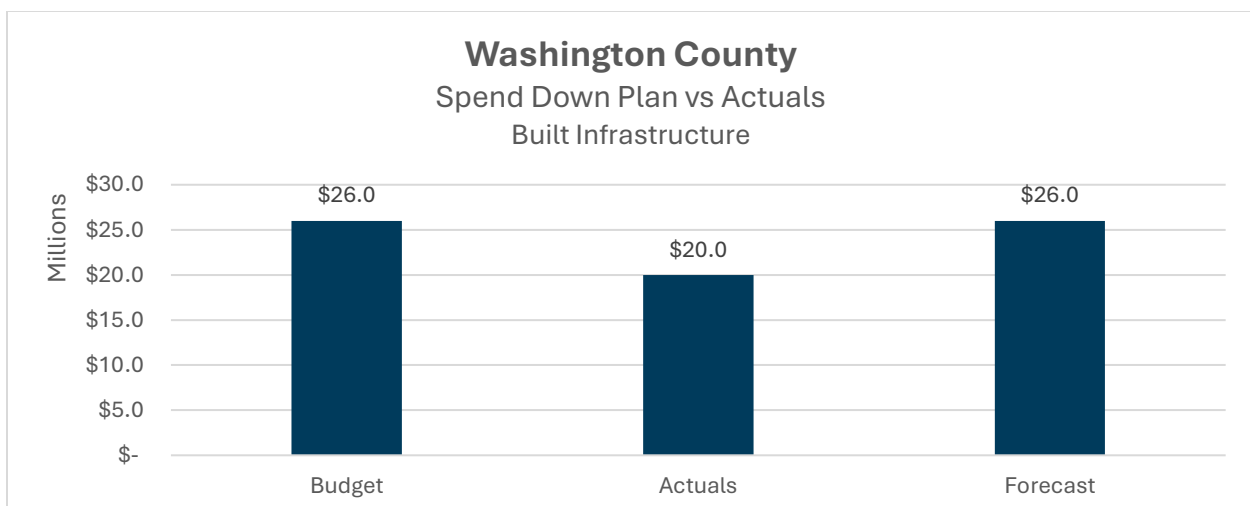
Total forecasted annual spending is \$135.8 million, which is a little over 2% more than the prior year amount and 26% more than the current year forecasted program revenue (excluding interest earnings).

The spend-down plan reflects estimated spending of the annual program budget by quarter and is compared to actual spending below. Washington County's spend-down plan projects that it will spend 95% of its annual program budget in FY26, excluding built infrastructure. The graph shows linear tracks for both budget and actuals up to end of Q3. Actuals are below the spend down plan; however, Q4 historically ends with significant increases in spending due to end of year invoicing from providers.



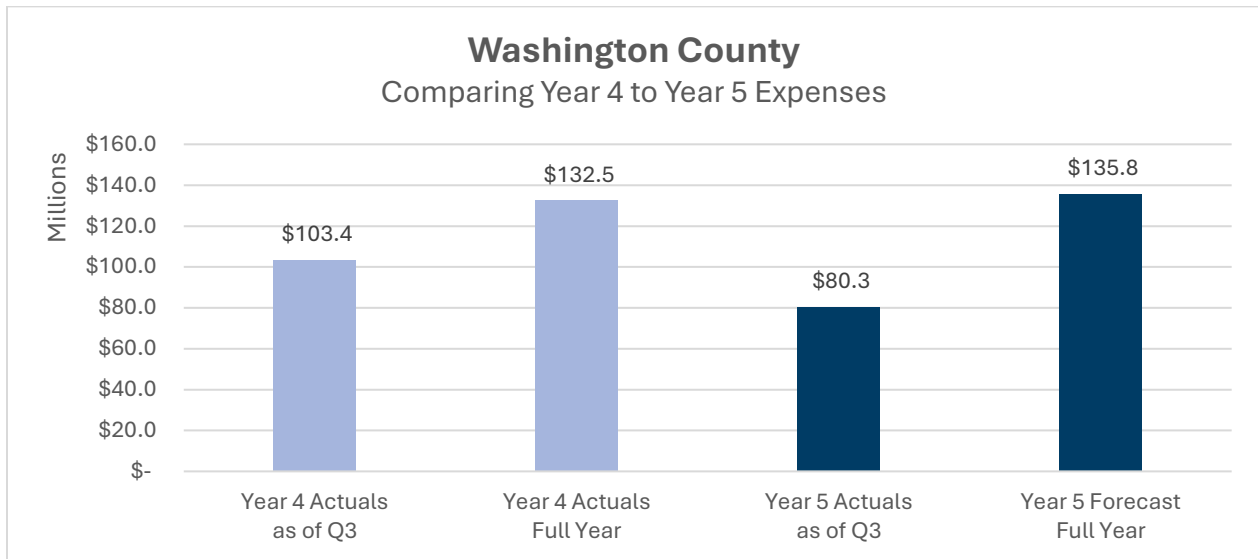
Built infrastructure is forecasted separately as these expenses tend to occur in large tranches as opposed to gradually over time.

Washington County's Q3 report did not comment on specifics for Built Infrastructure for FY26 other than \$6 million of the \$10 million from Metro admin carryover would be added to the budget. The forecast assumes the budgeted amount will be fully expensed this fiscal year.



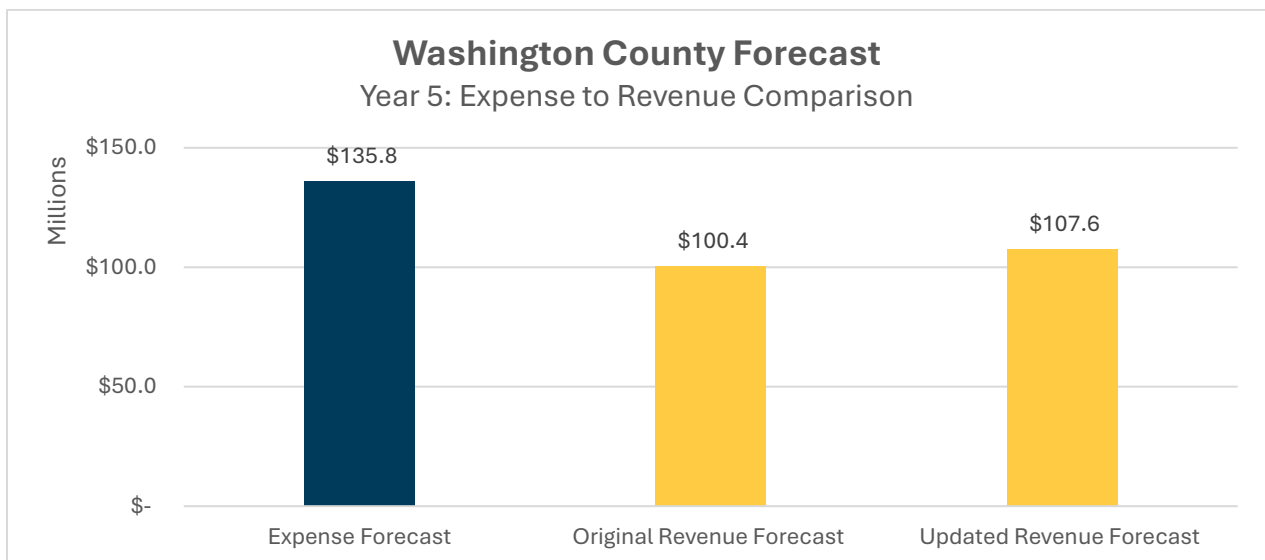
Year to Year Comparison

The following chart compares Year 4 spending with Year 5. Washington County has spent about 22% less in Year 5 as compared to this time in Year 4 and is forecasted to spend about 2.5% more by the end of the year when compared to last year.



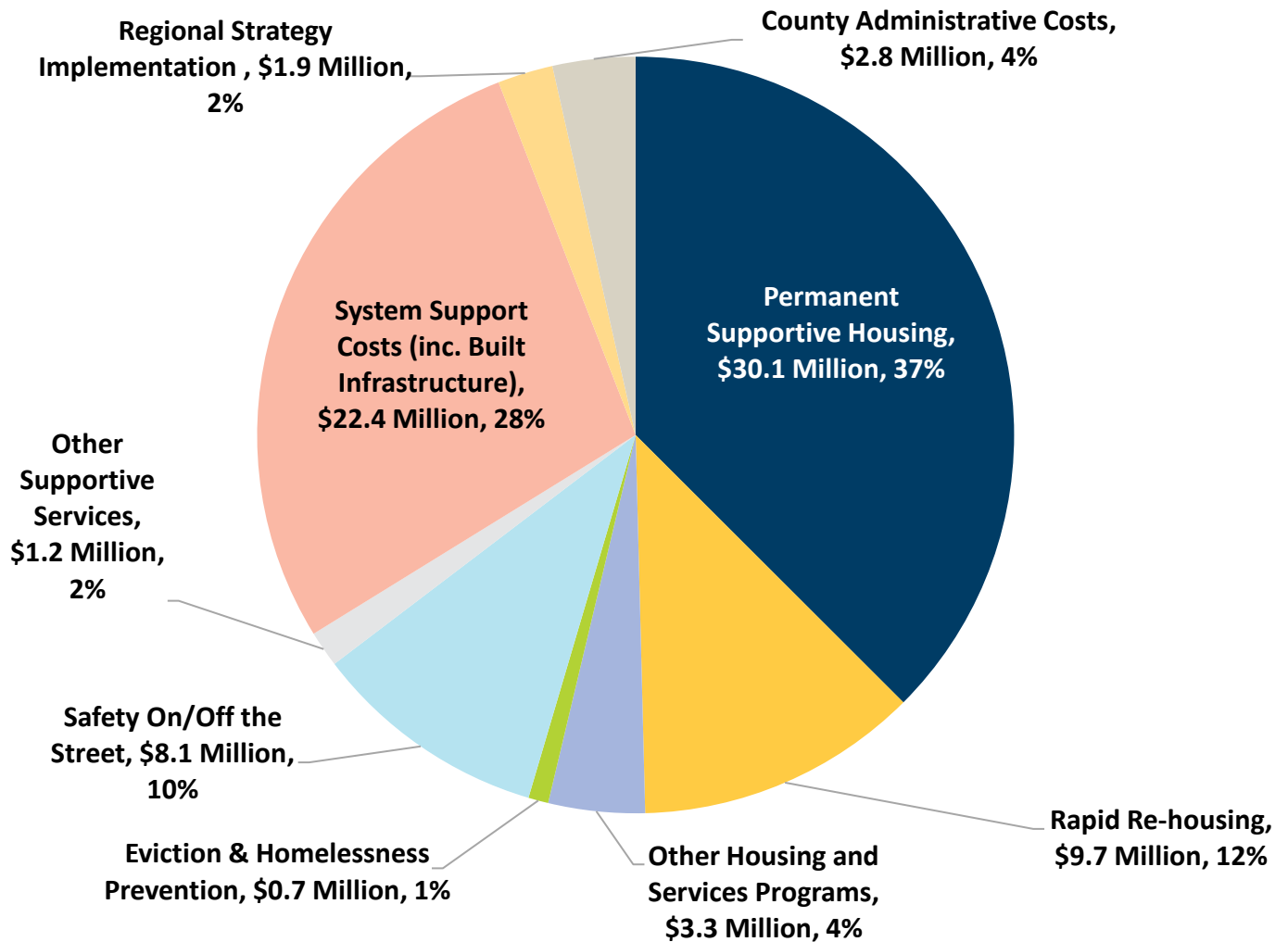
The chart below compares expense and revenue forecasts (original and updated). In year 5, there continues to be a deficit gap between program expense and revenue forecast, as programs are now fully ramped up while revenue forecasts show a leveling off.

Washington County shows a potential \$28.2 million deficit this fiscal year which will be covered by prior year carryover.

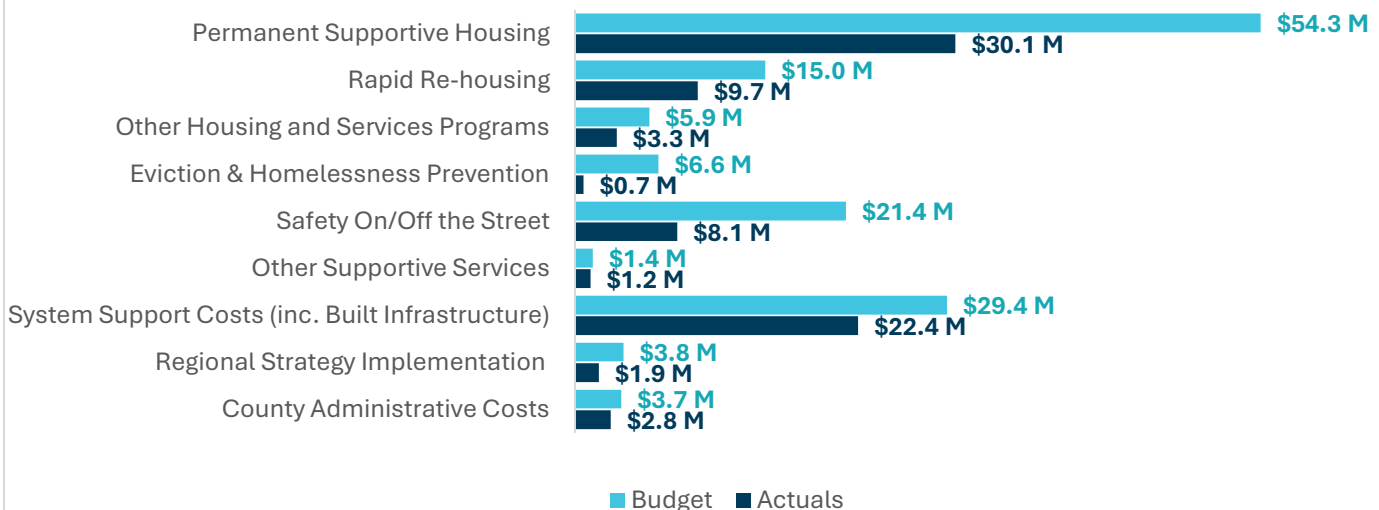


Washington County SHS Spending by Program Category

(Year 5 Q3: July 2025 – March 2026)



Washington County FY 2025-26 Program Expenditures





Metro

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

Agenda #: 4.1

File #: COM 26-1123

Agenda Date:6/10/2026

SHS Reforms: Deep dive on SHS goals and regional KPI

Liam Frost (he/him), Metro

Lizzie Cisneros (she/her), Metro



SHS Regional Policy Oversight Committee

Agenda Executive Summary and Presentation Navigation Tool

Agenda Item Number: 4.1

Agenda Item Title: SHS reforms: Deep dive on SHS Goals and Regional KPIs (part 3 of 5)

Presenter(s): Liam Frost, Housing Director, Metro; Lizzie Cisneros, SHS Oversight Manager, Metro

Executive Summary

This presentation is part three of a five series discussion for RPOC to provide final recommendation to Metro Council on updating five-year goals, KPIs, and establishing KEIs for the system.

This agenda item will include the following:

- Overview of the KPI activity from May RPOC meeting: The presentation will include a synthesis of the feedback committee members and how this feedback will be integrated into this SHS reform goal.
- Proposed Regional Goals for 2026 – 2030: Regional goals are fundamental to reforming the SHS, and reaching clarity and consensus on additional details necessary will ensure the reform process continues. The presentation will outline the proposed goals and the matrix for measuring them.
- Committee deliberation and next steps: There will be time to discuss and gather feedback from the committee and share the next steps.

Preparation Guidance

To prepare for this meeting, please take the time to reflect on the following questions:

- What are your general thoughts about the proposed measures and goals?
- What areas would you like to see for further discussion?
- What additional information do you need to feel prepared for the shared KPIs and goal to be prepared for the August vote?

Requested Action

☐ Information Only

☐ Other:

☒ Discussion

☒ Recommendation

☐ Vote/Approval

Presentation Navigation Tool

Presentation Topic / Discussion Area	Supporting Document	Document Page(s)	Notes
Overview of the KPI activity	Regional Coordination & Alignment KPI summary and next steps	Entire document	
Proposed Regional Goals for 2026 – 2030	SHS data workgroup proposed goals summary	Entire document	



SHS Regional Data Workgroup Staff Proposed Reform Goals

Purpose

Utilizing the endorsed goals in Resolution 25-5534, SHS Reform Work Plan, the regional data workgroup collaborated to develop potential updates to the regional goals and define achievable outcomes and trend measures. These recommendations will be presented to RPOC for recommendation to Metro Council. Metro Council will provide final approval.

Goal	Outcome	Measure
Goal 1: Reduce the length of time people experience homelessness	Reduce the average length of time people are enrolled in a homeless program (outreach and shelter)	The NUMBER of days enrolled in a homeless program reduces.
	Shelter includes Transitional Housing (TH)	Baseline number measure needed
Goal 2: Increase efficiency and effectiveness in housing placements and service connections	Increase percentage of households exiting shelter programs who achieve a positive destination	The NUMBER of households exiting shelter to positive destination increases. Baseline number measure needed
	Reduce the median length of time from household enrollment in a housing program to housing placement	The NUMBER of days from enrollment to housing reduces. Baseline number measure needed
Goal 3: Ensure housing stability and retention for people placed in housing	85% or more of households housed through Permanent Supportive Housing (PSH), Rapid Rehousing (RRH) and Housing with Services remain housed at 6, 12, and 24 months.	85% or more of households remain housed at 6, 12, and 24 months
	The rate of return to homelessness from PSH, RRH, and Housing with Services will not exceed 15% within 12 months	15% or less of households will return to homelessness from PSH, RRH and Housing with Services.



SHS Regional Policy Oversight Committee

Regional Coordination & Alignment KPI Summary and Next Steps

June 2, 2026

Overview

Metro Council, as part of the SHS reform on updating SHS goals, key performance indicators (KPIs) and key environmental indicators (KEIs), has requested that a regional coordination and alignment KPI be established. This is the first time a SHS regional coordination and alignment KPI will be established and monitored.

At the May 13, 2026, SHS RPOC meeting, members reviewed the four KPIs that were identified in the 2025 Metro Council President's SHS Workgroup. The KPIs were printed on posterboard and displayed around the meeting room, with an interactive option available to members attending virtually. Committee members were asked to rank the KPIs using stickers with weighted scores (blue stickers were worth three points, yellow stickers were worth two points, and green stickers were worth 1 point). Each member received one sticker of each color. Members were also encouraged to suggest edits to the language on the posterboard.

In tallying the scores, two KPIs ranked above 30 points. This memo outlines the proposed language changes to the two top-scoring KPIs and how Metro staff would propose implementing and monitoring both KPIs.

As we progress this body of work and receive feedback from SHS RPOC and Metro Council, staff will refine the KPIs and how the KPIs are monitored.

Regional Outcome & Key Performance Indicator #3

Total score: 37 points

Original language from Metro Council President's Workgroup:

Regional outcome: Consistent data collection, reporting, methodologies and definitions will support effective evaluation and compliance.

Key Performance Indicator: A regional dashboard tracking progress on all regional key performance indicators will be updated quarterly.

Feedback SHS RPOC members provided:

On regional outcome: A Post-it it Note stated, "*Regional coordination should measure flow of individuals across the three counties by intervention.*" A request to



discuss this further was added. It was noted that this was necessary for regional comparability, and for dashboards/KPIs to mean anything. This was important for transparency and accountability, with the caveat that it should not become an excessive reporting burden and should still allow local operational flexibility.

On Key Performance Indicator: A note on the dashboard said that it should be updated in real time, not quarterly.

Proposed update language based on SHS RPOC member feedback:

Regional Outcome: Consistent data collection, reporting, methodologies and definitions, will support effective evaluation and compliance.

Key Performance Indicator: A regional dashboard tracking progress on all SHS regional key performance indicators and progress towards goals will be updated quarterly.

How Metro plans to implement the KPI:

Metro staff, via SHS reforms that were passed by Metro Council in December 2025, are in the process of implementing this KPI through the data oversight and monitoring functions being conducted by the Metro's Housing Department SHS Oversight team. This work includes receiving SHS data from the counties on a quarterly basis and implementing a data dashboard for public visibility, which is scheduled to launch in December 2026.

How Metro plans to monitor the KPI:

- Data dashboard for public transparency on SHS interventions
- Regularly scheduled monitoring meetings with the counties
- Quarterly reporting from county partners

Regional Outcome & Key Performance Indicator #4

Total score: 31 points

Original language from Metro Council President's Workgroup:

Regional Outcome: Regional decision makers and implementing jurisdictions will have the information they need to inform planning and priority setting.

Key Performance Indicator: Comprehensive data on needs, system capacity, system gaps and barriers will be available by 2027 and updated annually as needed.

Feedback SHS RPOC members provided:



On regional outcome: It was noted that this was necessary for regional comparability, and for dashboards/KPI's to mean anything. This was important for transparency and accountability, with the caveat that it should not become an excessive reporting burden and should still allow local operational flexibility.

On Key Performance Indicator: The word “*comprehensive*” and “*system*” was circled with a note linked saying that this must not just include SHS. A note next to that one expressed agreement and said it should include all money in the system. A separate note stated that regional coordination between systems was missing.

Proposed update language based on SHS RPOC member feedback:

Regional outcome: Regional decision makers and implementing jurisdictions will have the information they need to inform planning and priority setting (no change).

Key Performance Indicator: Comprehensive data on needs, system capacity, system gaps and barriers related to SHS goals and outcomes and will be available by 2027 and updated annually as needed.

How Metro plans to implement the KPI:

Metro will provide a yearly report to SHS RPOC that synthesizes analysis and progress towards SHS goals, KPIs and KEIs. This report will include an overview of the needs of the SHS funded programming, systems gaps and barriers related to the SHS goals, KPIs and KEIs.

- Metro will assess existing data available for all funding sources that is submitted via the county annual reports and share with SHS RPOC what data is currently available.
- Metro will work with the counties to assess feasibility on developing a framework for implementing a comprehensive report of systems data for the region's homeless funding sources.

How Metro plans to monitor the KPI:

- Metro releases a yearly report to SHS RPOC that includes data on needs, system capacity, system gaps and barriers related to SHS.



- Metro will check in with SHS RPOC members to assess if the report is providing members with the information, members need to inform planning and priority setting.



Metro

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

Agenda #: 4.2

File #: COM 26-1124

Agenda Date:6/10/2026

Regional Investment Fund and Tri-County Planning Body regional plan

Punneh Abdolhosseini (she/her), Metro



SHS Regional Policy Oversight Committee

Agenda Executive Summary and Presentation Navigation Tool

Agenda Item Number: 4.2

Agenda Item Title: Regional Investment Fund and Tri-County Planning Body Regional Plan

Presenter(s): Punneh Abdolhosseini, SHS Policy Manager, Metro; Nui Bezaire, Senior Policy Advisor, Metro

Executive Summary

The Regional Strategy Implementation Fund, commonly referred to as the Regional Investment Fund (RIF), is a requirement under SHS intergovernmental agreements that each county commit a minimum of five percent of its supportive housing services program funds each fiscal year to regional goals, strategies, and outcomes.

This agenda item will include the following:

- Regional Investment Fund overview: The presentation will guide committee members through the history of RIF and a high-level overview of the six original regional goals that will be discussed in further detail at future committee meetings.
- RIF reform progress: In 2025 and 2026, Metro Council approved a set of resolutions and ordinances that direct reforms to improve how SHS is implemented and managed. RIF reform was one of the key areas, and the presentation will highlight the reform and progress thus far.
- Discussion and next steps: A discussion will be held to gather feedback from the committee members on the RIF topics presented.

Preparation Guidance

To prepare for this meeting, please take the time to reflect on the following questions:

- What questions or areas of discussion would you like Metro to consider moving forward regarding RIF?
- What information stood out most to you, and what additional information would you like us to present?
- What are some of your key considerations/values when advocating for and implementing regional goals?

Requested Action



☐ Information Only

☒ Discussion

☐ Recommendation

☐ Vote/Approval

☐ Other:

Presentation Navigation Tool

Presentation Topic / Discussion Area	Supporting Document	Document Page(s)	Notes
Regional Investment Fund overview	TCPB Regional work plan	pp. 1-5	These pages will provide background information to support the presentation discussion.
RIF reform progress	Regional Investment Fund FAQ	Entire document	This document provides RIF reform information.
RIF Reform progress	Resolution No. 26-5567	pp. 3-7	This is Metro Council's approved direction – RIF reform is the second goal.



Metro



Published December 2025

Tri-County Planning Body Regional plan



About Metro

Metro is the regional government in greater Portland. Metro manages public services and regional systems that protect the environment, support the local economy and ensure every community can thrive.

Metro coordinates regional planning and funds new affordable homes and supportive housing services. It manages 19,000 acres of parks and natural areas and the region's garbage and recycling system. Metro also runs the Oregon Convention Center, Portland's 5 Centers for the Arts, the Portland Expo Center and the Oregon Zoo.

Metro is led by a nonpartisan elected council. It serves 1.7 million people in 24 cities across Clackamas, Multnomah and Washington counties.

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Cover image: Clackamas Village shelter.



Memo

Date: December 10, 2025

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

From: Supportive Housing Services Tri-County Planning Body

Tri-County Planning Body Regional Plan

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

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

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

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

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

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

Recommendations

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

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

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

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

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

Thank you,

Supportive Housing Services Tri-County Planning Body members:

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

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INTRODUCTION

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

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

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

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

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

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

THE ROLE OF REGIONALISM IN SUPPORTIVE HOUSING SERVICES

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

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

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

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

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

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

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

DEVELOPMENT OF THE TCPB REGIONAL PLAN

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

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

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

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

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

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

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

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

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

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

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

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

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

¹ An addendum to the technical assistance implementation strategy was approved in July 2025.

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

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

COORDINATED ENTRY

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

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

Implementation strategies

Strategy 1: Regionalize visibility of participant data

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

Strategy 2: Align assessment questions

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

Strategy 3: Regionalize approaches to prioritization for racial equity

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

Strategy 4: Regionalize an approach to case conferencing

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

Budget

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

Progress to date

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

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

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

REGIONAL LANDLORD RECRUITMENT

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

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

Implementation strategies

Strategy 1: Communication and education plan

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

Strategy 2: Align financial incentives

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

Strategy 3: Tracking and access to unit inventory

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

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

Strategy 4: Prioritize quality problem-solving services

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

Strategy 5: Investigate needs for property management

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

Budget

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

Progress to date

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

HEALTHCARE SYSTEM ALIGNMENT

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

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

Implementation strategies²

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

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

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

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

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

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

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

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

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

Strategy 3: Build regional cross-system data sharing infrastructure

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

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

Budget

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

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

Progress to date

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

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

TECHNICAL ASSISTANCE

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

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

Implementation strategies

Strategy 1: Permanent supportive housing technical assistance demonstration project

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

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

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

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

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

Strategy 2: County technical assistance

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

Budget

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

Progress to date

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

TRAINING

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

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

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

Implementation strategies

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

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

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

Strategy 2: Identify and scale up existing trainings

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

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

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

Potential future implementation strategies

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

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

Budget

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

Progress to date

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

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

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

EMPLOYEE RECRUITMENT AND RETENTION

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

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

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

Implementation strategies

Strategy 1: Develop improved contracting policies and procedures

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

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

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

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

Budget

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

Progress to date

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

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

NEXT STEPS

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

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

Monitoring and oversight

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

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

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

Implementation funding

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

EXHIBIT A: APPROVED IMPLEMENTATION STRATEGIES AND QUARTERLY REPORTS

Approved implementation strategies

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

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

Quarterly reports

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

EXHIBIT B: SHS REGIONAL COORDINATION

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

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

EXHIBIT C: ACKNOWLEDGEMENTS

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

Committee members

Current

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

Former

Matt Chapman
Mercedes Elizalde
Michael Liu
James Schroeder

Elected officials

Current

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

Former

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

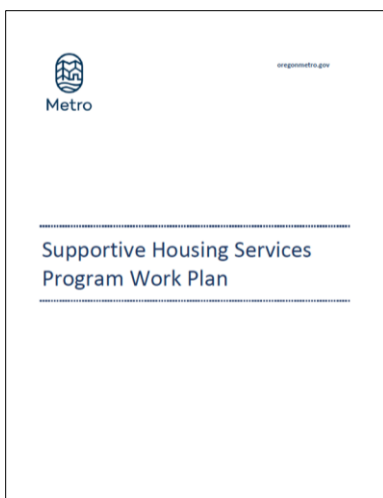
EXHIBIT D: TCPB REGIONAL PLAN IN SHS GUIDING DOCUMENTS

ADDENDUM A BALLOT MEASURE 20-210	
Ballot Title:	Supports homeless services through higher earned tax, business profits tax.
Question:	Should Metro support homeless services, tax income over \$100,000 (\$125,000 for single), profits on businesses with income over \$5 million?
Summary:	Metro funds supportive housing services to prevent and reduce homelessness in Washington, Clackamas, and Multnomah counties within district boundaries. Provides services to address needs of people experiencing, or at risk of, long-term or frequent episodes of homelessness. Services funded by a marginal income tax of 2% on households with income over \$200,000 (over \$125,000 for single filers) and a business profits tax of 2%. Income tax applies to resident income, and to non-resident income earned from sources within district. Exempts businesses with gross receipts of \$5 million per year or less. Declines funding for homelessness services a matter of metropolitan concern, directs regional funding to local services agencies, requires community engagement to develop localized implementation plans, allocates funds to counties by estimated revenue collected within each county. Establishes community oversight committee to evaluate and approve local plans, monitor program outcomes and uses of funds. Requires creation of tri-county homeless services coordination plan. Requires performance reviews and independent financial audits. Metro administrative and oversight costs limited to 3%. Requires voter approval to continue tax after 2020.
Explanatory Statement:	The greater Portland region is facing a severe housing affordability and homelessness crisis. Rents and housing prices have risen faster than wages, making it especially hard for people living on fixed retirement or disability incomes to afford housing. While it is difficult to accurately estimate the number of people experiencing homelessness, or at risk of becoming homeless, according to a February 2020 report by Esplanade, an estimated 18,300 people (14,500 households) experienced homelessness in 2017 in Washington, Clackamas and Multnomah counties; thousands more were at risk. Homelessness disproportionately impacts people with disabilities, people of color, and seniors. For people who experience homelessness, disabling conditions such as mental illness, chronic medical conditions, and addiction are made worse, and become barriers to housing placement. Providing supportive housing services is a widely demonstrated approach to effectively end homelessness for individuals who have experienced

Supportive Housing Services Ballot Measure

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

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



Supportive Housing Services Program Work Plan

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

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

Exhibit A to Section No. 20-5238 SUPPORTIVE HOUSING SERVICES INTERGOVERNMENTAL AGREEMENT	
This (certain) income services program agreement ("Agreement") is made by and among Multnomah County, a political subdivision of the state of Oregon ("County"), and Metro Regional Government, a municipal corporation of the state of Oregon ("Metro"), each a "Party" and collectively as "Parties". Capitalized terms used in the Agreement are defined in Section 1.	
RECITALS	
A. On February 25, 2020, the Metro Council adopted Ordinance No. 20-1442, which imposed business and personal income taxes to fund a supportive housing services program based on its finding that areas within Metro's jurisdictional boundary generally, the unincorporated areas of Multnomah, Washington, and Clackamas counties) face a severe housing affordability and homelessness crisis that endangers the health and safety of thousands of Metro's unincorporated neighbors;	
B. Also at the Metro Council meeting on February 25, 2020, the Metro Council adopted Resolution 20-5083, which referred the business and personal income taxes in Ordinance No. 20-1442 to voters within the Metro jurisdictional boundary for approval. The Multnomah County Elections Division designated Ordinance No. 20-1442 as Ballot Measure 20-210, and it was placed on the May 19, 2020, primary election ballot;	
C. On May 19, 2020, the Metro area voters approved the Measure, thereby approving the business and personal income taxes in Ordinance No. 20-1442;	
D. The ballot title to the Measure "Directs regional funding to local services agencies, requires community engagement to develop localized implementation plans, and -- (a) allocates funds to counties by estimated revenue collected (from the income taxes) within each county --";	
E. On December 17, 2020, Metro codified the income taxes in new Metro Code Chapters 7.05, 7.08, and 7.07, the programmatic elements of the Measure in Metro Code Chapter 11.01, and the Regional Oversight Committee elements in the new Metro Code Section 11.20.200; provided, however, that nothing herein will be construed as an admission that the Counties are subject to Metro Code;	
F. The Measure at Section 6 provides that each County in the Region will work with Service Providers and community partners to develop and implement programs that respond to the unique needs in their communities, as outlined in their Local Implementation Plan, and that Counties will invest 5% revenue to achieve program goals and demonstrate outcomes (also as defined by its Local Implementation Plan), and to achieve goals and metrics for the Region once they are established by 70%;	
G. On April 29, 2021, the Metro Council approved Partner's Local Implementation Plan, which was enacted in accordance with the requirements of the Measure;	

Intergovernmental Agreements between Metro and counties

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

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

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

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

Stay in touch with news, stories and things to do.
oregonmetro.gov/news

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Lynn Peterson

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

Auditor

Brian Evans

600 NE Grand Ave.
Portland, OR 97232-2736
503-797-1700

Regional Investment Fund FAQ

Key Documents for Context:

- SHS Intergovernmental Agreements can be found in [SHS Foundational Documents](#)
- SHS Reform Key Documents: [SHS Reform](#)
- TCPB Regional Plan

What is the Regional Investment Fund (RIF)?

The Regional Strategy Implementation Fund, commonly referred to as the Regional Investment Fund (RIF), is a requirement by SHS intergovernmental agreements for each county to commit five percent of their supportive housing services (SHS) program funds each fiscal year to regional goals, strategies and outcomes set by the Tri-County Planning Body (TCPB) through the Regional Plan. As the TCPB duties transferred to the Regional Policy and Oversight (RPOC) Committee, RPOC and Metro Council will set future regional goals, strategies and outcomes that use RIF funds.

What can the RIF be used for?

The Tri-County Planning Body completed the SHS Regional Plan, which laid out regional goals, strategies and outcomes for key issue areas, and includes approved implementation plans and budgets. Per SHS intergovernmental agreements, RIF funds must be spent on the regional goals, strategies and outcomes included and budgeted in the TCPB Regional Plan. Refer to the TCPB Regional Plan for details.

Since TCPB's duties have been transferred to RPOC, RPOC and Metro Council will set future goals, strategies, and outcomes for regional investments.

How are funds from the RIF being spent?

The Regional Investment Fund allocates funds towards the six regional goals and a slate of one-time investments.

- TCPB Regional Plan: The six regional goals included in the regional plan include the following:
 - Coordinated entry
 - Regional landlord retention and recruitment
 - Healthcare system alignment
 - Employee recruitment and retention
 - Technical assistance
 - Training
- One-time investments: An ad hoc approval by the TCPB of one-time investments proposed by county partners to fill SHS program gaps. These investments were approved



in mid-2025 and spending began in Fiscal Year 25-26. These investments are not part of the Regional Plan.

What is RIF Reform?

In 2025 and 2026, Metro Council approved a set of resolutions and ordinances that direct reforms to improve how SHS is implemented and managed. The key areas of reform include consolidating the duties of the Tri-County Planning Body and SHS Oversight Committee into a new Regional Policy and Oversight Committee; establishing a new framework for the Regional Investment Fund; updating regional key performance indicators and establishing new regional goals; creating a new regional financial and programmatic data dashboard; and codifying programmatic definitions and guidelines in administrative rules.

RIF reform involves establishing a framework and reporting tools to improve RIF transparency and effectiveness to better support the original intent of strengthening the regional system. This work is underway between Metro and county partners.

RIF reform resolutions require RIF investments to continue to be designated for regional system-based improvements; however, the RPOC and Metro Council may also approve expending RIF funds for other investments in extraordinary circumstances.

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING	)	RESOLUTION NO. 26-5567
OVERSIGHT AND ACCOUNTABILITY	)	
MEASURES AND AGENDA PRIORITIES	)	Introduced by Councilor Duncan Hwang and
FOR THE SUPPORTIVE HOUSING	)	Councilor Juan Carlos Gonzalez in
SERVICES REGIONAL POLICY AND	)	concurrence with Council President Lynn
OVERSIGHT COMMITTEE	)	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, on December 16, 2025, the Metro Council adopted Ordinance 25-1539 outlining the provisions governing the Supportive Housing Services (SHS) Regional Policy and Oversight Committee (SHS RPOC) in Metro Code Section 2.19.280; and

WHEREAS, on December 16, 2025, the Metro Council adopted the SHS Reforms Work Plan (the “Work Plan”) which outlines implementation for sunseting the Supportive Housing Services Oversight Committee and the Tri-County Planning Body and launching the new SHS RPOC (see Resolution 25-5534); and

WHEREAS, The Tri-County Planning Body and Supportive Housing Services Oversight Committee were created as part of the SHS measure codification in order to provide public input and oversight in guiding implementation of the SHS measure; and

WHEREAS, the year 2025 marked the midpoint of SHS’s 10-year lifespan, approved by voters in 2020. Metro and its partners are applying lessons learned to refine the systems and administrative procedures that will stabilize and strengthen the regional homeless services system; and

WHEREAS, over the past two years, Metro received consistent feedback from the Metro Council President’s Work Group, the Metro COO’s Stakeholder Advisory Table, SHS’s advisory committees, public opinion research, and a wide range of regional and statewide stakeholders emphasizing both the urgency of this work and the importance of the SHS program’s success; and

WHEREAS, stakeholders consistently underscored that the goal of the SHS program is to deliver critical and comprehensive supportive housing services - made possible through SHS funding - to help people experiencing homelessness get housing and stay housed; and

WHEREAS, this feedback identifies three near-term improvement priorities for the SHS program: streamlined regional implementation and oversight; improved metrics and reporting that enable transparent and accessible communication with the public; and demonstrated efficient use of public resources; and

WHEREAS, stakeholders consistently emphasized that SHS resources remain vital to the region's ongoing efforts to address homelessness for people living in our region, particularly amid continued uncertainty surrounding federal funding; and

WHEREAS, the Work Plan reflects extensive Metro-led engagement from January 2024 through December 2025, as well as ongoing feedback from community members, jurisdictional partners, and Metro Councilors; and

WHEREAS, the Work Plan proposes that Metro Council endorse draft regional key performance indicators (KPIs), key environmental indicators (KEIs), and goals for consideration by the future SHS RPOC, which would then provide recommendations to Metro Council for approval, as these proposed metrics are intended to support effective regional oversight and decision-making (Action 3. KPSs and Goals, pg. 12-17); and

WHEREAS, the Work Plan proposes additional priorities for consideration beyond the essential duties of the SHS RPOC in response to feedback from the Metro Council and jurisdictional and community partners in addition to its core responsibilities as outlined in Metro Code and the intergovernmental agreements with counties; and

WHEREAS, the Work Plan directs the development of a new regional data dashboard and calls for quarterly reporting to SHS RPOC and the Metro Council once the KPIs and goals are approved (Action 3. KPSs and Goals, pg. 12-17); and

WHEREAS, the Metro Housing Department provides counties with a Quarterly Performance Review letter to evaluate progress towards adopted targets and provides follow up analysis related to compliance; and

WHEREAS, the Metro Council codified the initial SHS allocation in Metro Code section 11.01.090 (Allocation of Revenue and Program Funds); and

WHEREAS, the Metro Housing Department is coordinating with Multnomah County to upgrade the regional Homeless Management Information System (HMIS) to support more accurate and timely data; and

WHEREAS, the Metro Housing Department is addressing consistent reporting expectations for counties and providers through existing data collection and reporting framework efforts, including the development of a new regional public data dashboard (Work Plan - Action 4. Data Transparency, pg. 18-19); and

WHEREAS, the Metro Housing Department verifies, validates, and analyzes data submitted by implementing partners to ensure alignment with SHS requirements and best practices; and

WHEREAS, the Metro Auditor has reviewed key performance data and provided recommendations to strengthen data collection and reporting for the Housing Department to implement; and

WHEREAS, the Work Plan directs Metro staff to collaboratively develop a Regional Investment Fund (RIF) budget framework and financial reporting tools with County implementation partners to improve transparency and effectiveness, and better support the original intent of strengthening the regional system (Action 2. Regional Investments, pg. 10-11); and

WHEREAS, the Work Plan directs the SHS RPOC to consider performance-based systems management through a continuous improvement framework (Action 1. Governance, pg. 7); and

WHEREAS, Multnomah, Washington and Clackamas counties have adopted a “Built for Zero” methodology and approach, a national initiative and methodology (led by Community Solutions) that helps communities end homelessness for specific populations like veterans, chronic homelessness, youth, and similar targeted groups;

WHEREAS, regionalism in the SHS system depends on counties and service providers within the tri-county Portland metro area sharing alignment on treatment philosophy and continuums of care, so that they may execute a coordinated, data-informed decision strategy to plan, fund, and deliver housing and support services—rather than each jurisdiction operating independently; now therefore,

BE IT RESOLVED the Metro Council directs as follows:

1. Regional Performance Metrics and Dashboard

Metro staff will launch a regional performance dashboard that includes clear, outcome-based KPIs and KEIs aligned across Metro and the counties. This should include:

- Inflow
- Outflow
- Housing placement and retention
- System throughput measures
- Number of people served and SHS funds spent by Population A (defined by extremely low-income; and have one or more disabling conditions; and are experiencing or at imminent risk of experiencing long-term or frequent episodes of literal homelessness)
- Number of people served and SHS funds spent by Population B (defined as experiencing homelessness; or have a substantial risk of experiencing homelessness)

The regional performance dashboard should interface with the regional HMIS system, include standardized definitions and reporting; and be supported by a publicly accessible dashboard that includes regional goals approved by Metro Council to enable transparent monitoring, performance management, and timely corrective action.

2. Regional Investment Fund (RIF) Governance and Alignment (by September 2026)

Metro Council directs staff, after consultation with county staff, to recommend to RPOC consideration of governance and management models for the Regional Investment Fund (RIF) to better achieve regional outcomes. Staff must present the RPOC recommendations on governance and management model frameworks to Metro Council by September 30th, 2026.

Additionally, Metro staff will present on the six existing goal areas as identified by the Tri-County Planning Body for SHS RPOC to consider using as criteria for prioritization of future investments under the RIF. The six goals are:

- Landlord recruitment and retention
- Employee recruitment and retention
- Coordinated entry

- Healthcare system alignment
- Technical assistance
- Training

3. Regional Continuous Improvement Framework and System Capacity

The SHS RPOC will develop and recommend to Metro Council a recognized continuous improvement framework to support systemwide efficiency across Metro counties and providers. Metro and the counties should support capacity for training, technical assistance, and implementation using Regional Investment Fund resources to assist partners with identifying barriers, improving performance, and achieving regional system goals.

Additionally, SHS RPOC will be responsible for assessing its own structure regarding effectiveness in achieving the adopted regional and system performance goals, including transparency, funds sufficiency, and allocation priorities after the two-year mark of the committee. SHS RPOC may propose modifications to its structure and roles, as well as consideration of potential technical committees, for review and determination by Metro Council.

4. Regional Funding Framework for Performance and Accountability (by May 2028)

The SHS RPOC will develop and recommend to Metro Council a unified regional funding framework that aligns allocations with performance, outcomes, and system needs, while ensuring baseline operational stability. This framework should enable transparent, data-driven investment decisions, support regional system optimization, and provide Metro Council with a clear basis for a future funding distribution framework.

5. Regional Accountability and Corrective Action Plan Framework (by December 2026)

The SHS RPOC will develop and recommend to Metro Council a clear accountability framework that defines performance expectations, monitoring procedures, and escalation pathways for non-performance, building on existing IGA language. This framework should include standardized criteria and timelines for Corrective Action Plans, and conditions for resolution to ensure timely intervention and sustained system effectiveness.

ADOPTED by the Metro Council this 12th day of March 2026.

Duncan Hwang

Duncan Hwang, Deputy Council President

Approved as to Form:

Carrie MacLaren

Carrie MacLaren, Metro Attorney

STAFF REPORT

IN CONSIDERATION OF RESOLUTION NO. 26-5567, FOR THE PURPOSE OF
ADOPTING OVERSIGHT AND ACCOUNTABILITY MEASURES AND AGENDA
PRIORITIES FOR THE SUPPORTIVE HOUSING SERVICES REGIONAL POLICY AND
OVERSIGHT COMMITTEE

Date: 3/6/26
Department: Council Office, Housing
Meeting Date: 3/12/26

Prepared by: Robin Ye,
robin.ye@oregonmetro.gov

Length: 60 minutes

ISSUE STATEMENT

Councilors Duncan Hwang and Juan Carlos Gonzalez are bringing forth an addendum resolution to the newly created SHS Regional Policy Oversight Committee workplan on March 12, 2026 for council adoption. Previously, Councilors brought this resolution for discussion and feedback during work sessions on February 24, 2026 and March 3, 2026. This was a companion resolution to follow Metro Council's December 2025 adoption of Resolution No. 25-5534 [Supportive Housing Services (SHS) Reform Work Plan].

ACTION REQUESTED

Metro Council vote to adopt Resolution No. 26-5567 during a council business meeting on March 12, 2026.

IDENTIFIED POLICY OUTCOMES

The proposed reform actions outlined in this addendum Work Plan are expected to focus on the following policy outcomes:

- Regional Performance Metrics and Dashboard
- Regional Investment Fund (RIF) Governance and Alignment
- Regional Continuous Improvement Framework and System Capacity
- Regional Funding Framework for Performance and Accountability (by May 2028)
- Regional Accountability and Corrective Action Plan Framework (by December 2026)

Many of these items are requested for staff to report back to Metro Council over the next two years after adoption of this resolution.

POLICY QUESTION(S)

- Does Metro Council support adopting and directing staff to implement the addendum to the SHS RPOC Work Plan?

- Should Council direct Metro Housing Department to work with RPOC to address topics such as continuous improvement methodology, minimum performance-based contracting standards and oversight practices, compliance, outcomes-based funding framework, escalating corrective action, revenue allocation and allocation formula?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Council could adopt this resolution, informed by SHS coalition partners, to emphasize certain accountability and oversight components to the RPOC workplan.

Council could provide not adopt the resolution and provide no further instruction and maintain the status quo on SHS governance .

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

This resolutions follows the December 16, 2025 adoption vote and the Nov 6, 2025 presentation that outlined proposed reform action areas. Prior to that, Metro staff presented to Council on October 14, 2025 on the current state of SHS, gaps and lessons learned, and an update on state and federal headwinds due to unanticipated budget cuts and federal policy changes. Council first took on this resolution at a February 24, 2026 work session and again on March 3, 2026 to review feedback.

Over the past two years, Metro has engaged 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, Councilor Hwang and Metro staff have brought forward this reform package a outlining proposed work plan areas. 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. On December 16, 2025 Metro Council voted to adopt Resolution No. 25-5534 which created the new SHS Regional Policy Oversight Committee (RPOC), consolidating the previously existing committee structures. The RPOC formally becomes a legal entity and is set to convene in April 2026.

Resolution No. 25-5534 also adopted the Supportive Housing Services (SHS) Reform Work Plan (Work Plan) and directs staff to implement the identified actions.

Draft SHS reform actions outlined in the Work Plan for Metro Council consideration:

1. **GOVERNANCE:** Consolidate the Supportive Housing Services Oversight Committee and the Tri-County Planning Body into a single Regional SHS Policy and Oversight Committee; expand membership and clarify decision-making
2. **REGIONAL INVESTMENTS:** Establish new framework for the Regional Investment Fund
3. **KPIs AND GOALS:** Update regional key performance indicators, introduce new key environmental indicators, and establish both new five-year regional goals and an interim regional goal
4. **DATA TRANSPARENCY:** Create new regional financial and programmatic data dashboard
5. **STANDARDS:** Codify programmatic definitions and guidelines in administrative rule

ATTACHMENTS

- **None**