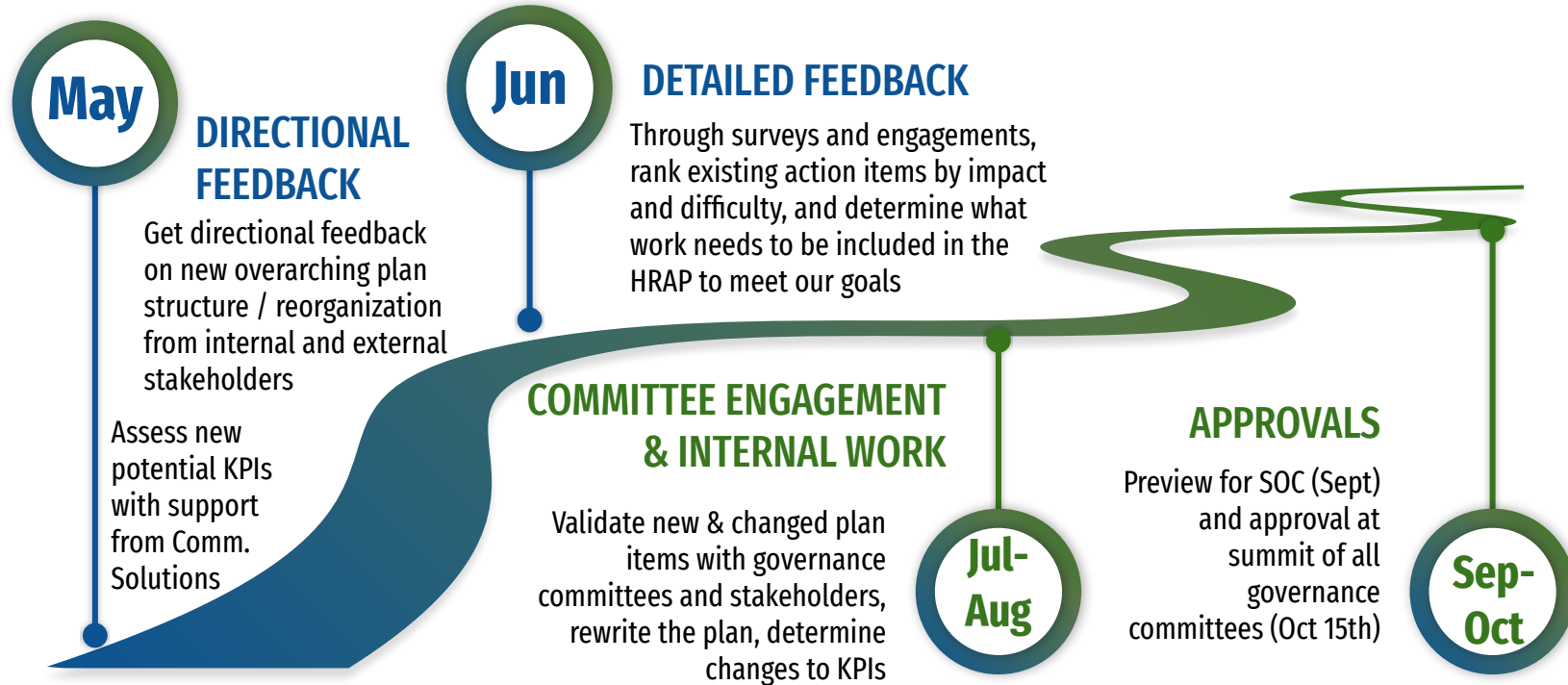




Homelessness Response System

October & November Briefings

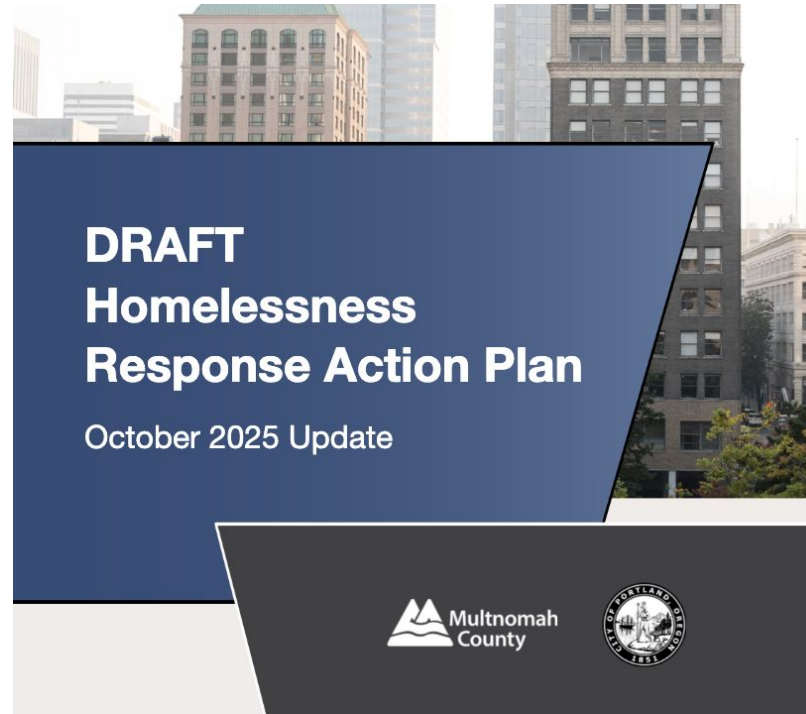
Action Plan and KPI Engagement Timeline



HRS - October & November 2025 Briefings



HRS Action Plan: Reorganized and Updated



HRS - October & November 2025 Briefings



Action Plan: New Goal Areas and Strategies

5 Goal Areas

16 Strategies

90 Action Items



HRS - October & November 2025 Briefings



How to Read the Plan

1 Goal 3: Outflow

Actions that will increase the number of households leaving homelessness for permanent, stable housing.

2 1. Permanent Housing Placement: Housing placement and rental assistance programs such as rapid rehousing, Permanent Supportive Housing and other permanent housing programs.

3 Number	4 Status	5 Action Item	6 Responsible
3.1.1 (5.1.2)	 Underway	Explore all opportunities to bill Medicaid or other healthcare mechanisms for housing services, including Permanent Supportive Housing (PSH) as well as basic housing placement and retention. The goal is to develop a billing hub to help homeless service providers leverage these funds to sustain ongoing programming.	HSD, MC-COO
3.1.2	 Up Next	Complete Move On pilot, evaluate pilot outcomes, and recommend next steps for Fiscal Year 2027.	HSD, CCC

1 Goal Number, Name and Definition

2 Strategy Number, Name and Definition

3 New Action Item Number (old action item number)

4 Status Indicator
Cog = Underway;
Pushpin: To begin soon

5 Action Item Language

6 Responsible Parties
Conveners or funders; not exhaustive, subject to change



HRS - October & November 2025 Briefings



What we asked the SOC

We are doing a lot of stuff...

- **Do we all agree it's the right stuff?**
- **If not, what do you think is missing?**
- **What would you like us to prioritize, if not already noted?**





Agenda Item 2: **HRS Key Performance Indicators**

**New Measures that
Reflect Overall System
Performance**

Current Key Performance Indicators

The **original HRAP** (Homelessness Response Action Plan) established these key metrics:

- **Measure 1:** Shelter or house an additional 2,699 unsheltered individuals.
- **Measure 2:** Reduce unsheltered homelessness among priority populations.
- **Measure 3:** Increase exits from adult shelters to permanent housing.
- **Measure 4:** Ensure permanent supportive housing retention.

They expire at the end of this year - and they are not reflective of the system, including notably excluding housing production.



KPIs, Sub-indicators, Program Metrics

A KPI (Key Performance Indicator) is the WHAT. WHAT DO WE NEED TO KNOW TO KNOW WHETHER WE ARE SUCCEEDING. It evaluates the success of a system or a business. A KPI is high level and tied to overall performance.

A Sub-indicator is the HOW and WHY. How will we affect our KPIs? They are used to measure high level service and policy performance, and generally tied to resources. These are key to understanding WHY we are seeing our KPIs behave as they do.

Program Metrics are the when, how much and who: tied to contractual expectations and obligations: they are granular, and the tools Contract and Program Specialists use to ensure our providers have clear expectations.



How They All Relate



KPI Development and Selection Process

KPI Development

HSD's proposed KPIs were developed from evaluating existing metrics HUD, SHS, and standardized Outputs and Outcomes across HSD, DCHS and PHB.

KPI Selection Criteria

The proposed KPIs were chosen based on these criteria:

- **Measurable:** All metrics can be accurately tracked.
- **Leverages existing data:** Leverage metrics already being measured and publicly available.
- **Strategic Alignment:** Directly supports HRAP's primary goals: Inflow, Safety (on/off streets), and Outflow.
- **System-wide Impact:** KPIs reflect overall system performance, not just HSD-specific work.



HRS: New Key Performance Indicators

INDICATORS ACROSS CONTINUUM

1. People Experiencing Homelessness (BNL-Population)

2. People who returned to homelessness (BNL Inflow-Population)

3. Inventory of ($\leq 30\%$ AMI) Affordable Homes per 100 Extremely Low-Income ($\leq 30\%$ AMI) Renter Households (By Unit Type)

HRS: New Key Performance Indicators

INFLOW

Prevent people from experiencing homelessness

4. Retention of individuals in HABH in permanent housing programs

5. People who became homeless

6. Number of people living without a lease agreement in HHs earning $\leq 30\%$ AMI

7. Eviction judgements

SAFETY ON/OFF STREETS

Support people who are experiencing homelessness

8. People experiencing unsheltered homelessness

9. People experiencing chronic homelessness

OUTFLOW

Provide sustainable pathways out of homelessness

10. People who exited homelessness system

11. People who exited homelessness to housing

12. Average & median length of time homeless

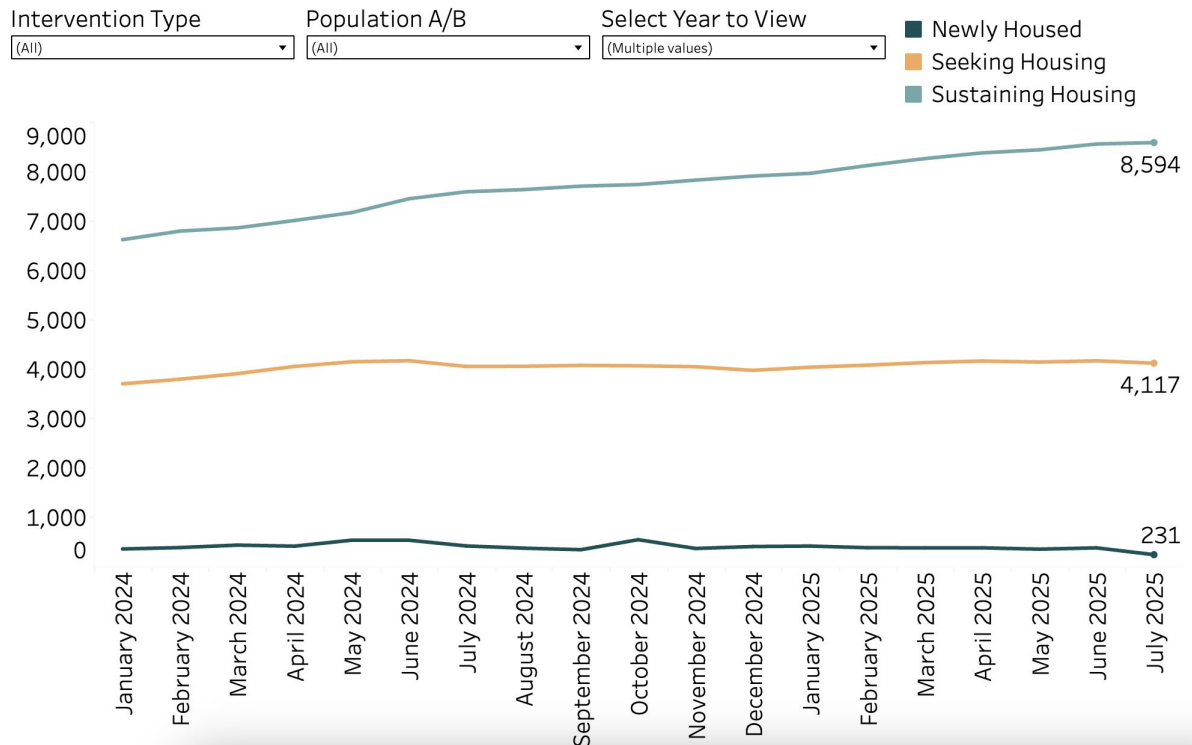
Current State: Outpacing HRAP Shelter + Housed Goal



Current State: Housing Placement and Ongoing Support

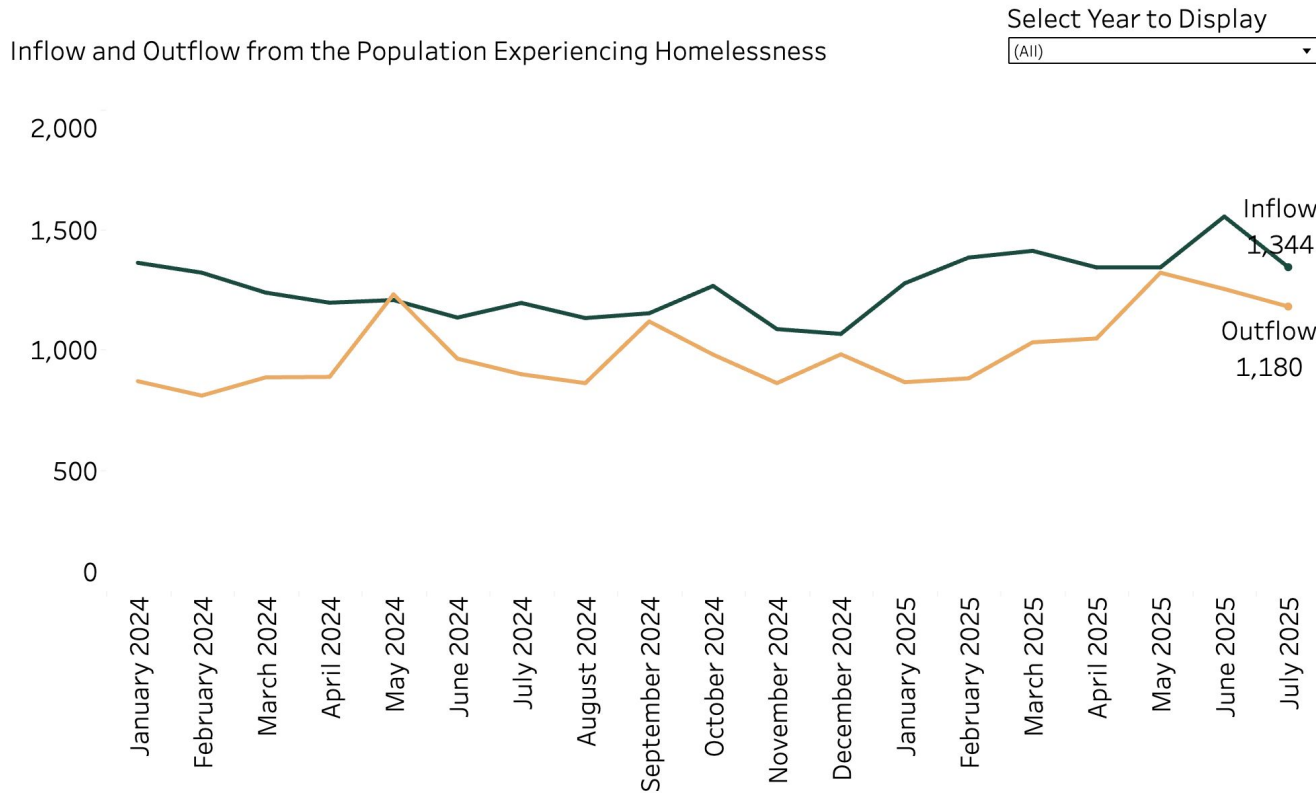
- Newly housing 300+ per month
- Sustaining 8,600 in housing with support

Number of People Enrolled in Housing Programs



Current State:

Inflow Exceeds Outflow (avg. +275 per mo.)

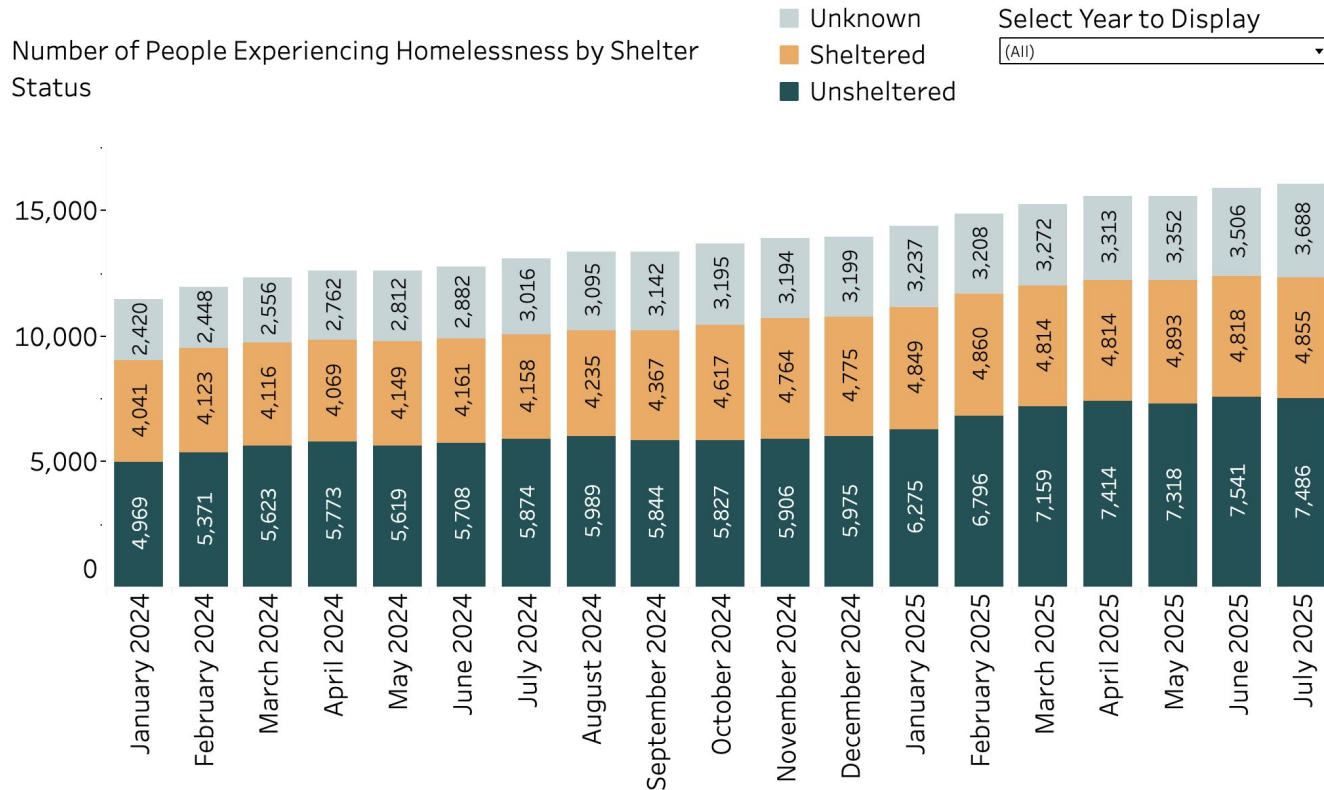


- Average inflow ~1,400 per month
- ~1,000 new to system
- Average outflow ~1,100 month
- Net +275/mo.

Current State:

Total Population Increasing Monthly

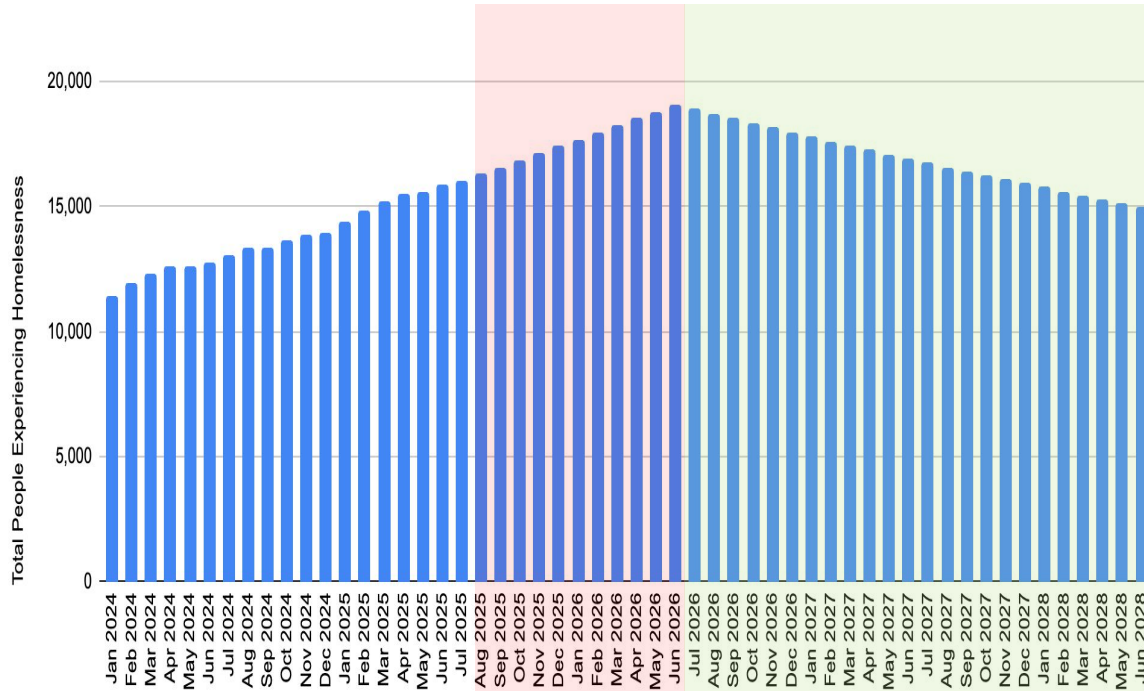
- Average +275/mo.
- 16,000 as of July
- 4,800+ sheltered
- ~7,500 (48% unsheltered)



Caveats for Estimating KPI Goals, Level of Effort

- Solely for rough estimation, high-level planning purposes
- Estimates are “orders of magnitude” or “in the neighborhood”
- Based on FY25 system-level performance data
- Do not yet reflect anticipated impacts of state/federal cuts, including FY26 rebalances at City and County
- Assume inflow rates remain on current upward trend
- Currently structured to primarily demonstrate impacts of increased outflow interventions (e.g. housing placement and diversion)
- Can/will incorporate better inflow intervention (prevention) impacts
- Will need to be updated once final FY25 fiscal performance data, FY26 rebalance impacts, and FY27 budget forecasts are better defined
- More detailed modeling needed to recommend cost/scale of specific interventions (e.g. rapid rehousing vs. permanent supportive housing)

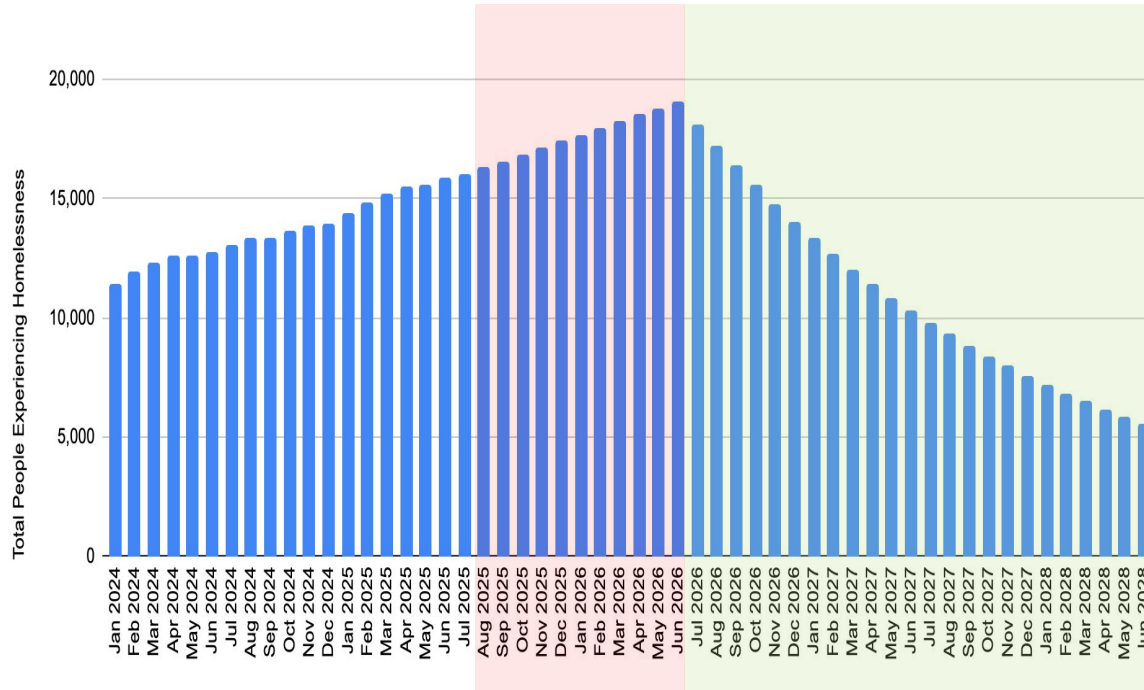
KPI #1, Goal Scenario 1: 20% decrease in homelessness over two years



- Projects ave. growth through FY26
- Estimates 1% monthly decline FY27 - FY28
- Roughly 20% decrease over two years
- Roughly 50% increased level of effort (+13,000)

KPI #1, Goal Scenario 2:

70% decrease in homelessness over two years



- Projects ave. growth through FY26
- Estimates 5% monthly decline FY27 - FY28
- Roughly 70% decrease over two years
- Roughly 90% increased level of effort (+23,000)

KPI #8: Decrease percentage unsheltered

$$\frac{500 \text{ sheltered}}{1,000 \text{ homeless}} = 50\% \text{ sheltered}$$

$$\frac{500 \text{ sheltered}}{1,000 \text{ homeless}} + 500 \text{ shelter beds} = \frac{1,000 \text{ sheltered}}{1,000 \text{ homeless}} = 100\%$$

$$\frac{500 \text{ sheltered}}{1,000 \text{ homeless}} - 500 \text{ housed} = \frac{500 \text{ sheltered}}{500 \text{ homeless}} = 100\%$$

KPI #8: Decrease percentage unsheltered

Goal Scenario 1:

- Estimated overall 20% reduction in homelessness
- 50% increased level of effort
- Shifts from 48% unsheltered to approximately 41%
- (Roughly 6,500 unsheltered)

Goal Scenario 2:

- Estimated overall 70% reduction in homelessness
- 90% increased level of effort
- Shifts from 48% unsheltered to approximately 0%
- (Roughly 5,000 sheltered)

Additional Goal-Setting Frameworks

- **KPI #3: Affordable homes per 100 extremely low-income renter households**
 - Goal context up next from PHB
- **KPI #4: Housing retention for people with high-acuity BH conditions**
 - Reduce returns to homelessness from 9% to 5%
- **KPI #5: Net reduction of those new to BNL over two years**
 - Measures impact of inflow interventions
 - Goal will depend on balance of inflow/prevention vs. outflow/placement
- **KPI #9: Reduce net chronic homelessness over two years**
 - Goal will depend predominantly on balance of outflow-focused intervention (e.g. permanent supportive housing) for this population

Additional Goal-Setting Frameworks

- **KPI #10: Over two years, XX,XXX people will exit homelessness**
 - Measures outflow interventions (e.g. housing placement, reunification)
 - Goal will depend on balance of inflow/prevention vs. outflow/placement
 - If focused predominantly on outflow interventions:
 - Scenario 1: ~38,000 people exit; 50% increased level of effort
 - Scenario 2: ~58,000 people exit; 90% increased level of effort
- **KPI #11: Over two years, XX,XXX people will exit homelessness to housing**
 - Subset of KPI #10 who exit to housing
 - If focused predominantly on outflow interventions:
 - Scenario 1: ~14,600 people exit to housing; 50% increased effort
 - Scenario 2: ~18,800 people exit to housing; 90% increased effort

Portland Housing Bureau

HRAP KPI Development

October 2025

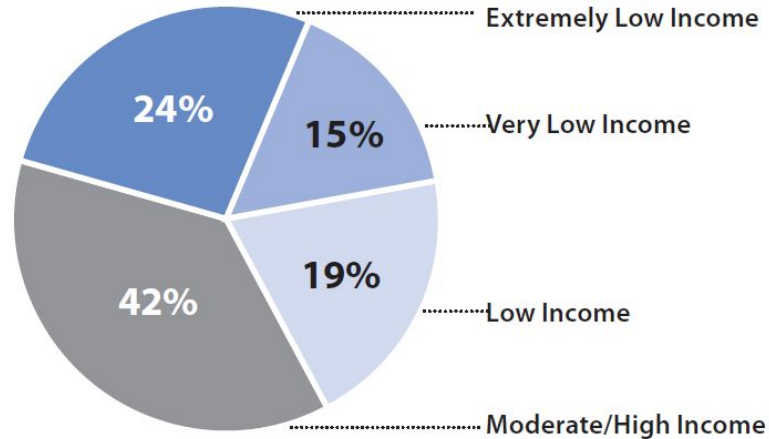


Portland Housing Bureau

City of Portland Renter Households

In Portland, **24%** of renter households are extremely low income (0-30% AMI)

Total Renter Households = 130,450
City of Portland, 2017 – 2021



Portland Housing Bureau calculations of HUD CHAS Data:
2017 - 2021

Portlanders by Area Median Income

0-30% AMI



Annual Income:
\$15,800
AMI: 16%
Affordable Rent: \$395

**Couple with
Social
Security**



Annual Income: \$10,500
AMI: 11%
Affordable Rent: \$263

**Adult on
Disability**

31-60% AMI



Annual Income: \$37,800
AMI: 39%
Affordable Rent: \$945

**Preschool
Teacher**



Annual Income: \$48,300
AMI: 50%
Affordable Rent: \$1,208

**Customer
Service
Representative**

61-80% AMI



Annual Income: \$61,500
AMI: 63%
Affordable Rent: \$1,538

Carpenter



Annual Income: \$58,000
AMI: 60%
Affordable Rent: \$1,450

**Two full-time
minimum
wage workers**



Portland Housing Bureau

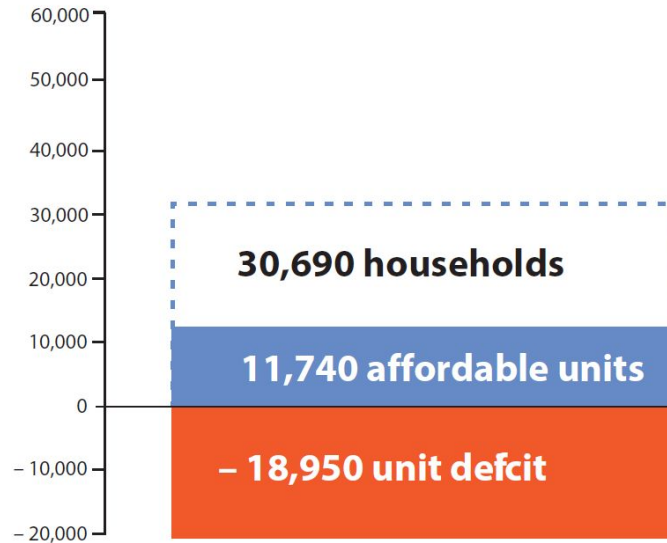
City of Portland Renter Households:

30,690 households earn
incomes at or below 0-30% AMI.

11,740 units affordable at 0-30%
AMI are in the existing housing
inventory

18,950 units affordable at 0-30%
AMI are needed

Extremely Low Income (0-30% AMI)



Portland Housing Bureau calculations of HUD CHAS Data:
2017 - 2021



Portland Housing Bureau

Inventory of affordable housing units per 100 extremely low-income households

$$= \left[\frac{\text{Affordable housing units}}{\text{Extremely low-income households}} \right] \times 100 = \left[\frac{11,740 \text{ units}}{30,690 \text{ households}} \right] \times 100$$

38.25 affordable housing units per 100 extremely low-income households



Portland Housing Bureau

Current ELI Units / 100 ELI Households

38.25 ↑

Suggested Target - Dec 2026

Target # Units per 100 ELI Households

45

Target ELI Units

13,811

Net New Units

2,071

Sub Indicators (PHB)

Home Share (Bedrooms)

600

Buy Down Rents of (60% AMI Regulated Units)

1,000

New Construction

500

Increase of ELI Units

2,100

Our Recommendation & Ask

- Approve as outlined.
- Allow dust to settle on:
 - FY25 actual spending and outcomes (informs cost-per analyses)
 - State shelter allocations
 - FY26 rebalance (City and County) impacts
 - December revenue forecasts (GF, SHS)
 - Use to provide context to FY27 budget decisions
- SOC to finalize specific goals, July 2026



Next Steps

Action	Date	Action By:
Briefings for Elected Officials	Next few weeks	HRS Team
Joint Work Session	November 13	HRS Team presenting to County Board and City Council
Multnomah County Board of Commissioners	December 4	Vote - Two Resolutions
Portland City Council	December 11	Vote - Two Resolutions



Looking Ahead

Action	Date
Next Quarterly Report - Last report on current KPIs.	February 2026
Baseline Quarterly Report - New KPIs	May 2026
Clock Starts Ticking on New KPIs	July 2026
Steering and Oversight Committee - KPI Discussion, Post FY 27 Budget	July 2026

