Homelessness Response Action Plan

Quarterly Report | November 2025

Multnomah County

CITY OF PORTLAND OREGON 1851

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Summary

To guide its work, the Homelessness Response System tracks progress against four key measures: 1) helping more people move from the streets to shelter and housing, 2) doing so equitably, based on who is most represented among people experiencing unsheltered homelessness, 3) making sure people move more effectively from shelter to stable housing, 4) and making sure that people get the services and support they need to stay in permanent supportive housing for the long haul.

This summary offers highlights related to each measure, and the report includes additional background and detail for each. All of the measures are summarized on the Homelessness Response System (HRS) public dashboard, which is updated quarterly.

This report is organized to provide an overview of progress on each of the four measures outlining notable achievements, context, challenges, and next steps, followed by a more detailed reporting of the past quarter.

Report Overview

Measure 1 Overview: Shelter or Place in Housing 18,650 People

Current State:
We surpassed our two-year goal, with 19,974 people sheltered or housed in the last seven quarters—1,316 people beyond our goal and well ahead of schedule. This means that the system has added more safe places for people to sleep each night, and that we have helped more than 6,800 people move into permanent housing in the past 21 months.

Top challenge:
The number of people becoming homeless throughout Multnomah County continues to outpace the number of people who exit homelessness by more than 200 people each month. Unfortunately, funding from the State of Oregon for eviction prevention is roughly a third of what has been allocated in previous years. Without additional state and local support for eviction prevention rent assistance this will lead to more households becoming homeless and fewer assisted to move from homelessness back to housing.

Next step/solution:
Upstream interventions, like improving economic stability, are essential to reduce the inflow into homelessness. Affordable housing, sufficient funding for rent assistance, and eviction prevention are key interventions to keeping our community housed.

Measure 2 Overview: Reduce Unsheltered Homelessness for Priority Populations

Current State:
We continue to meet HRS goals to shelter and house people of color and seniors at rates equal or greater than their proportion of people who were unsheltered at the onset of the HRS, with one exception: People who are Black, African American, and African continue to access shelter at disproportionately lower rates.

Top challenge:
To meet the goal across communities of focus, approximately 480 additional people who are Black, African American, or African would have needed to have been sheltered or housed. Housing stability for Black, African American, and African people and other people of color is negatively impacted by racism and anti-Blackness. Systemic racism also creates access barriers for shelter access as well.

Next step/solution:
Multnomah County Homeless Services Department (HSD) has adapted contracts with culturally specific providers to expand alternative shelter utilization among Black, African American, and African people. Proposals were accepted to help address the disparity for culturally specific day service and inreach being provided by the Urban League of Portland and Immigrant Refugee Community Organization - Africa House. As this additional programming comes online, it should help to improve outcomes, but other shelter providers must continue to address access barriers.

Measure 3 Overview: Increase Exits from Adult Shelter to Permanent Housing

Current State:
Fewer people are moving from adult shelters to housing than are needed to meet this goal, with 17% of adults exiting shelter to permanent housing in the twelve month period ending in September of 2025. Though nearly 1,100 adults exited shelters to permanent housing in the last twelve months this remains 24 percentage points short of the HRS goal. Roughly 1,606 additional adults would have needed to exit shelter to permanent housing to meet this HRS goal.

Top challenge:
In prior reporting periods, people housed from adult shelters represented only 25% of those newly housed from all locations and 15% of those receiving support to sustain their housing after previously exiting homelessness. Significant recent reductions in state funding to move people from shelter to housing are likely to make these outcomes worse. Partners face other challenges caused by lack of housing placement options and needs for longer periods of housing assistance and more intensive service support.

Next step/solution:
Meeting this goal or improving our current rate of placement from shelter requires increasing funding to housing placement activities proportionate to shelter. Partners are pursuing short-term options to identify currently vacant housing units and to address participant barriers to accessing those units and supports to remain housed.

Measure 4 Overview: Ensure People Retain Permanent Supportive Housing

Current State:
We have consistently exceeded the HRS goal that 75% of people served in permanent supportive housing (PSH) retain that housing. Currently, 84% of all PSH participants successfully retain their housing for at least two years after entry.

Top challenge:
Recently announced changes to federal priorities may endanger the housing stability of hundreds of people currently housed locally in federally-funded PSH. Additionally, PSH providers report that people entering PSH, especially in recent years, face more acute behavioral and physical health challenges than PSH providers alone can meet without better, more coordinated access to community-based crisis response, stabilization, and ongoing behavioral health and medical care.

Next step/solution:
Local system partners are actively problem-solving to minimize any negative impacts of potential reduced federal funding for PSH. Partners continue efforts to expand coordination between health systems and housing providers to make sure that PSH participants get better access to the ongoing and stabilizing care that they need when they need it. PSH is a highly effective, evidence-based practice that helps thousands of people with long experiences of homelessness and significant disabling conditions successful in maintaining housing.

Background

The Homelessness Response System (HRS) was established in July 2024 through an Intergovernmental Agreement (IGA) between Multnomah County and the City of Portland to collaboratively reinvigorate our shared approaches to addressing homelessness. It aligns strategies, leverages investments, and creates mutual accountability to measurable outcomes under the Homelessness Response Action Plan (HRAP). The HRAP is an articulation of our shared strategies that is intended to be transparent, accountable, and adaptable to changing community needs. It's a plan that understands we need to meet people where they are and provide a variety of options best suited to their individual needs to help move them from the streets to a safe, secure, and stable home.

The IGA establishes robust reporting requirements for the HRS, including Annual Program and Spending Plans, Annual Program Reports, and Quarterly Progress Reports (QPRs). QPRs are submitted to the HRS Steering and Oversight Committee and executive leaders at the City of Portland and Multnomah County no later than 45 days after the end of each fiscal year quarter. Each QPR details progress toward key performance indicators (KPIs), as well as a range of fiscal reporting from the City of Portland and Multnomah County detailing annual budgets, service providers receiving funding in the quarter, and any material changes[1] in programming or strategy compared to each party's annual plan.

This fifth system-wide quarterly report addresses the progress and challenges of the HRS in meeting our shared goals under the HRAP through the end of September 2025. It adds our most recent system-wide data from July 1, 2025, through September 30, 2025, to prior data reported beginning January 1, 2024.

1 While "material changes" are described, but not specifically defined in the IGA, for reporting purposes, we are interpreting material changes as significant changes in funding or programmatic direction that we reasonably believe will impact HRAP KPIs. These should not include changes in impact or investment that reflect only minor reallocations.

Updates to Key Performance Indicators and Action Items

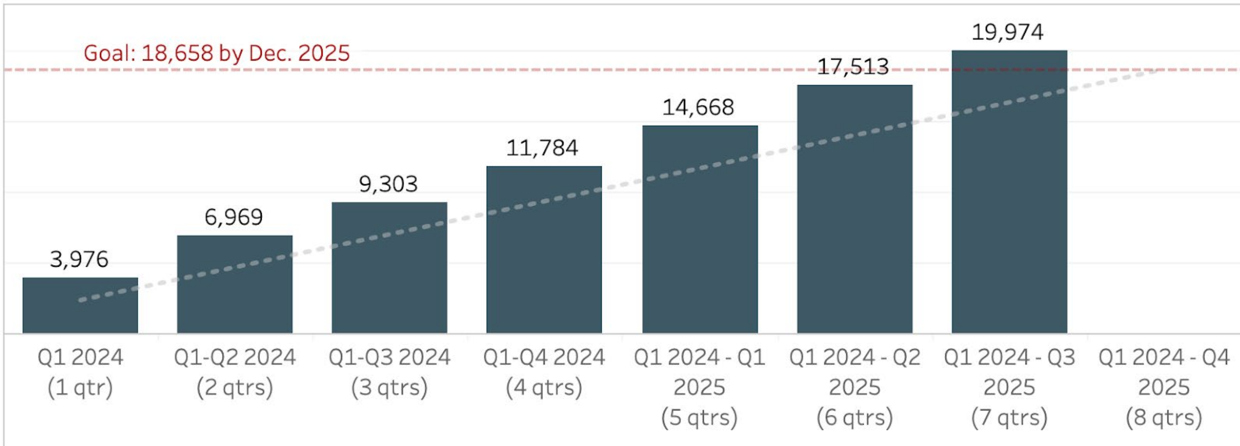
The HRAP included 120 unique action items, each of which is in service to several key performance indicators identified in Exhibit 1 of the related IGA. These measures are tracked in our public performance dashboard, initially published in October 2024, and updated quarterly. Data in this report reflect system outcomes as of September 30, 2025, five quarters after initiation of most HRAP-focused service expansion and coordination.

Measure 1: Shelter or Place in Housing 18,650 People

In January 2024, 5,398 people were known to be experiencing unsheltered homelessness in Multnomah County. When creating the HRS, elected leaders from the City of Portland and Multnomah County set a goal to shelter or place in housing 2,699 more unsheltered people (the number equivalent to 50% of the number of unsheltered people on the by-name list) by December 31, 2025, compared to those who were sheltered or housed in the two years prior to HRS. In the two years prior to HRS (2022 and 2023), Multnomah County, the City of Portland, and our partners sheltered or housed 15,959 people. In order to meet the HRS goal to shelter or house 2,699 additional people by the end of 2025, we would have needed to house 18,658 people in the two years between January 2024 and December 2025.

We have already exceeded this goal, both due to increased shelter capacity and to continuing assistance to move people from homelessness back to stable housing. Throughout calendar year 2024 and the first three quarters of 2025, we sheltered or housed 19,974 people (Figure 1), putting us at 107% of our two-year goal after seven of eight total reporting quarters.

Figure 1 - *Progress Toward Goal to House or Shelter an Additional 2,699 Unsheltered People (Cumulative numbers of people sheltered or housed by quarter).*



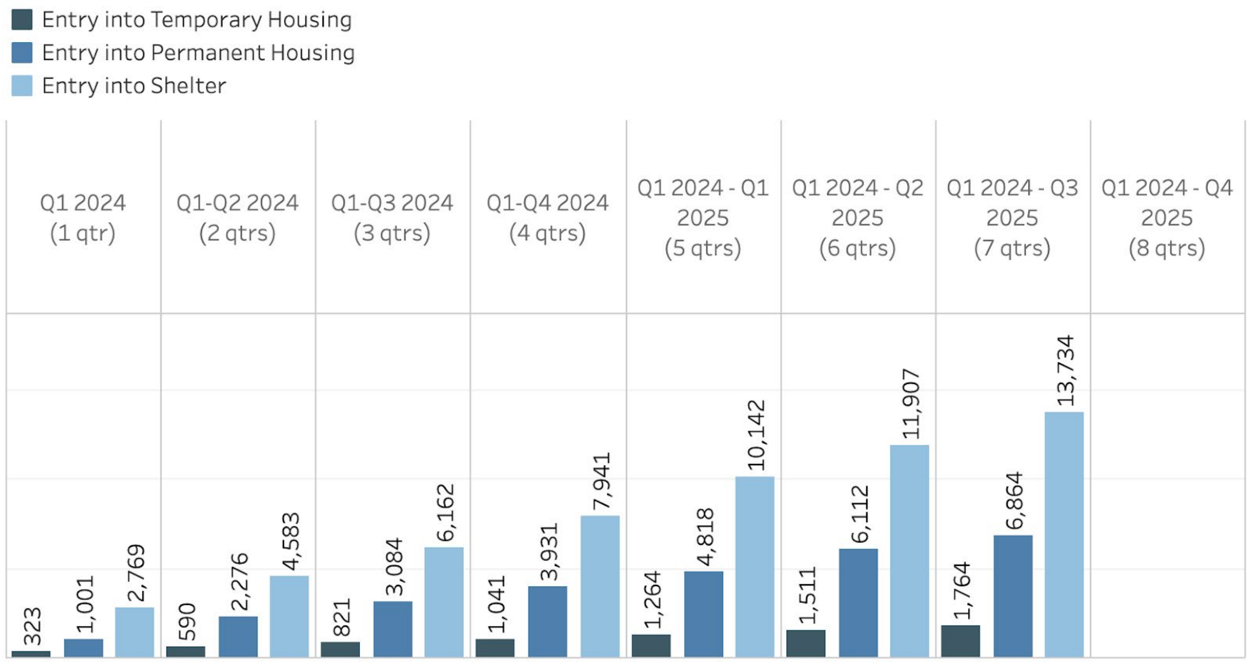
As the HRS Steering and Oversight, Implementation, and Community Advisory Committees have continued to track this measure, they have requested that we separately track those sheltered versus those housed, and to provide additional system-level context regarding inflow (people newly becoming homeless or returning to homelessness), outflow (people moving from homelessness to housing stability or otherwise leaving direct services for long periods of time) and net changes in homelessness across the community. Looking at these measures more broadly acknowledges that increasing access to shelter creates opportunities for people to safely sleep inside each night, but without corresponding increases in services that move people from homelessness back to housing, shelter alone does not reduce homelessness across our communities.

Continued improvements in our community-wide data collection and reporting allow us to regularly report these data now, and we will continue to use better, more detailed measures of our community-level progress and challenges as the HRS continues to be refined and improved.

Of the 19,974 previously unsheltered people who entered shelter or housing in the seven quarters spanning from January 2024 through September 2025:

- 13,734 people accessed shelters
- 6,864 people moved to permanent housing, and
- 1,764 people accessed temporary housing

Figure 2 - *Progress Toward Goal to House or Shelter an Additional 2,699 Unsheltered People (Cumulative numbers of people with entries to temporary housing, permanent housing, and shelter, by quarter).*



Some people entered multiple housing and shelter types (e.g. both shelter and permanent housing) during the reporting period. While individuals who entered shelter and/or housing are counted only once among the total number sheltered or housed within Figure 1, those who entered both shelter and housing during the reporting period are counted once in each of those categories in Figure 2, meaning that the sum of entries across shelter and housing categories will be higher than the deduplicated total of individuals displayed in Figure 1.

Our HRS oversight committees have also sought to understand whether our continued progress toward the HRAP goal to shelter or house additional people experiencing unsheltered homelessness will be sufficient to achieve net reductions in the number of people experiencing unsheltered homelessness across the community. A critical first step in that work was achieved by the Multnomah County Homeless Services Department (HSD) in April 2025, with its ability to update and publicly share its by-name-list data of people experiencing homelessness on a monthly basis. This allows HSD to monitor inflow to homelessness, relative to outflow from homelessness. HSD shares this data publicly in the population section of its data dashboard.

Broadly, data tracked by HSD suggest that monthly inflow to homelessness in Multnomah County has consistently outpaced outflow (Figure 3), leading to increased levels of homelessness over time (Figure 4). On average, in the past six months, as reported by HSD:

- Roughly 1,375 people have entered homelessness each month, roughly 70% (970) of whom have never accessed homeless services before
- Just over 1,100 people have left homelessness each month, including roughly 430 people who were assisted into permanent housing
- Inflow has outpaced outflow by more than 200 people per month, with the by-name-list of people experiencing homelessness in Multnomah County growing by more than 200 people per month

HSD and its partners are more closely studying these trends in inflow, but communities nationally have seen increased levels of people at risk of homelessness as housing affordability continues to decline. Throughout Multnomah County, just under half of renters are rent-burdened, meaning they spend more than a third of their monthly income on housing costs; and roughly one-quarter are extremely rent-burdened, paying more than half of their monthly income to housing. Renter households of color are more likely to be extremely rent-burdened, and both seniors and younger renters (under 24) are more than twice as likely to be rent burdened. The Portland Housing Bureau tracks housing supply and affordability through its annual State of Housing report.

Because all data regarding inflow and outflow come from service utilization data, increases observed in the data are likely attributable both to increased access to services (e.g. more people who need services have been able to access them) and increased levels of need (e.g. more people are at risk of homelessness and becoming homeless).

Figure 3 - *Monthly inflow to and outflow from homelessness in Multnomah County, based on by-name-list data monitored by the Homeless Services Department.*

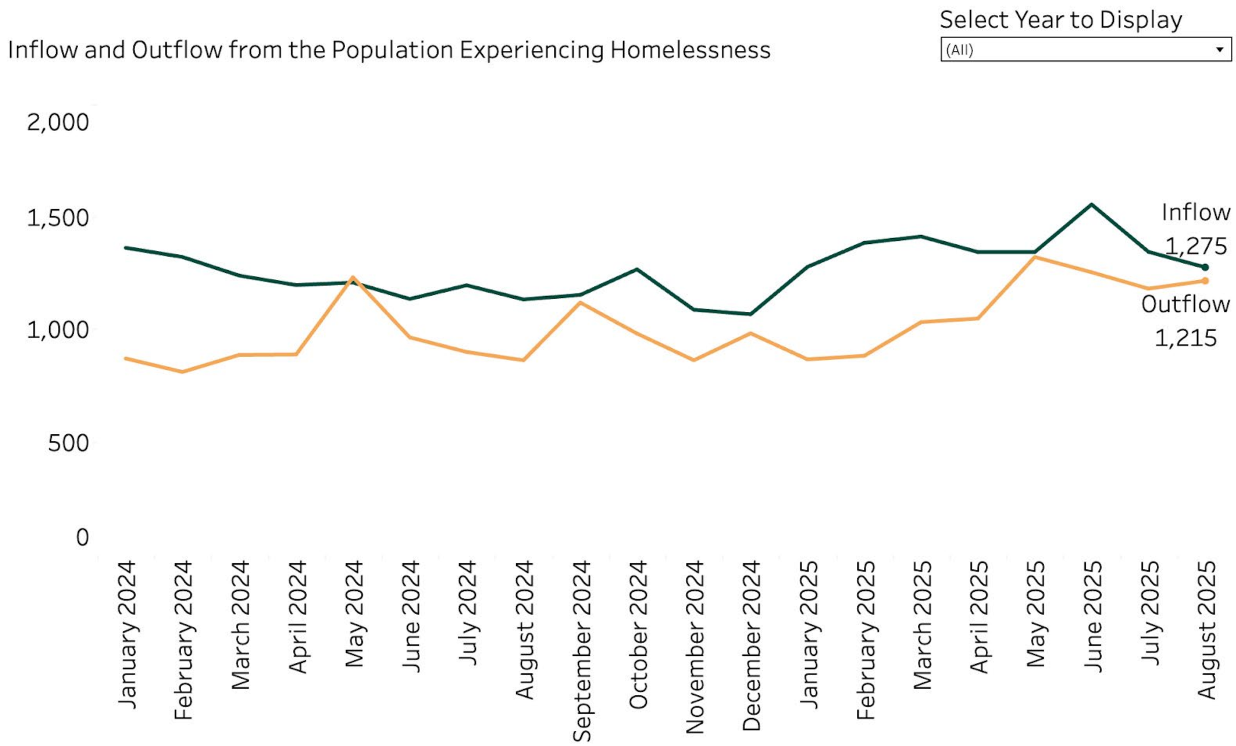
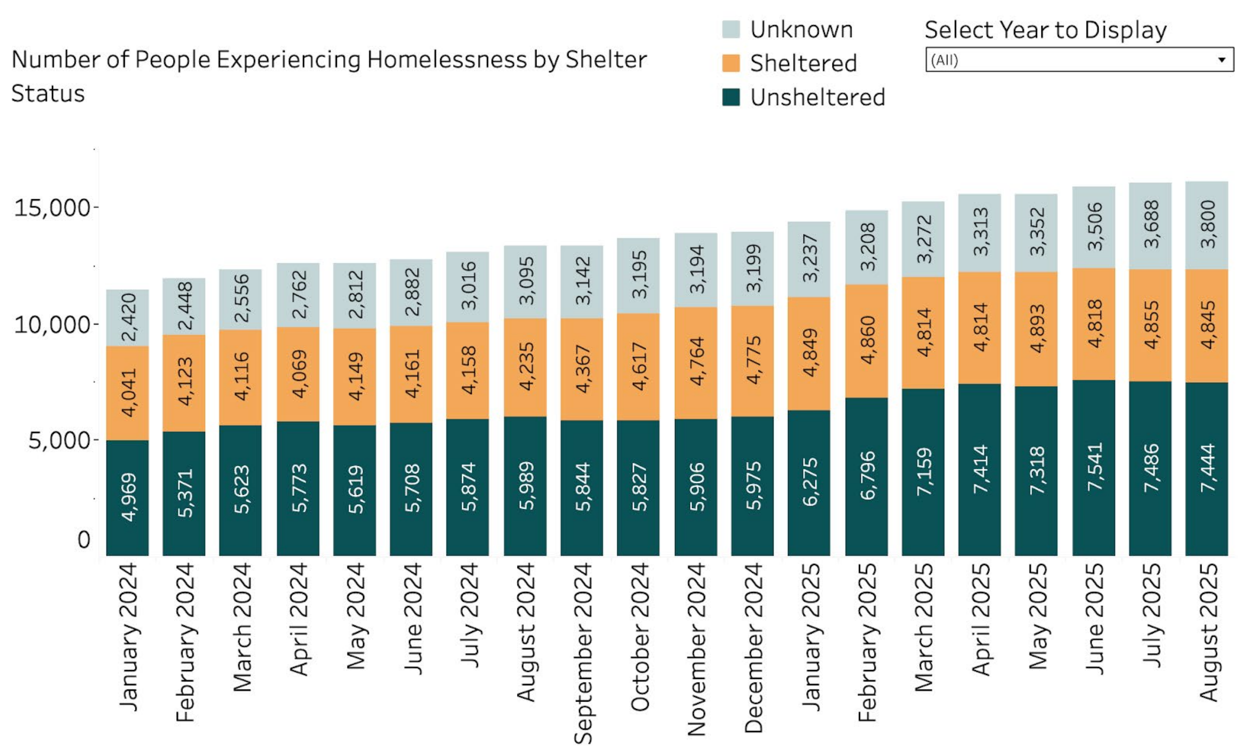


Figure 4 - *Monthly numbers of people experiencing homelessness in Multnomah County, by sheltered status, based on by-name-list data monitored by the Homeless Services Department.*



Collectively, the existing HRS Measure 1 and contextual system-level data from HSD's improved by-name-list data suggest that **though we are exceeding HRAP goals to shelter and house additional people experiencing homelessness, continuing inflow to homelessness is outpacing these gains**. In the coming months, the City of Portland, Multnomah County, and other HRS partners will consider additional goals focused on net reductions in homelessness, but additional resources will be needed to prevent homelessness and quickly return people from homelessness to housing. Net reductions in homelessness cannot be achieved through shelter alone.

In the meantime, HRS partners continue to focus on improved coordination across systems to get people access to the housing and services they need, like supporting better access to behavioral healthcare for people who are returning to housing from homelessness and improving access to housing for people returning to the community from incarceration or hospitals.

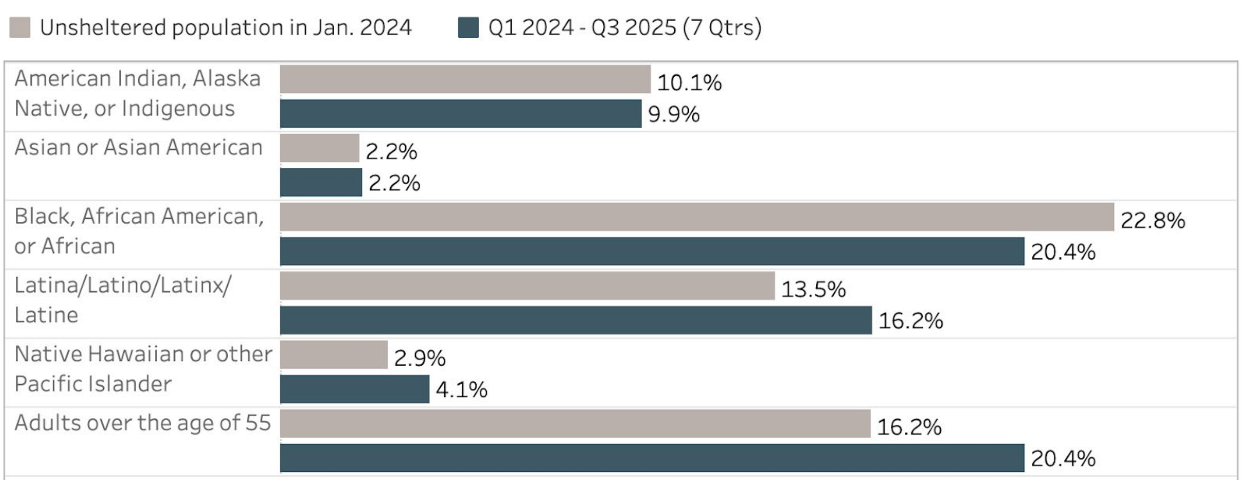
The City of Portland, Multnomah County, and its partners regularly deploy successful strategies that address both inflow to and outflow from homelessness, including eviction prevention; short- and long term rental assistance to make housing more affordable; construction, acquisition, and preservation of deeply affordable housing; and long-term housing with wrap around behavioral health and other services. Without increased, sustained investments to bring those strategies to a scale that meets the accelerating need for those services, net decreases in homelessness will not be possible.

Measure 2: Reduce Unsheltered Homelessness for Priority Populations

Racism and other intersecting forms of systemic discrimination, oppression, or bias result in some people of color, older adults and elders experiencing higher rates of unsheltered homelessness. The HRAP prioritizes placing people from populations disproportionately impacted by homelessness into housing and shelter at rates equal to or higher than they appear in the broader unsheltered population.

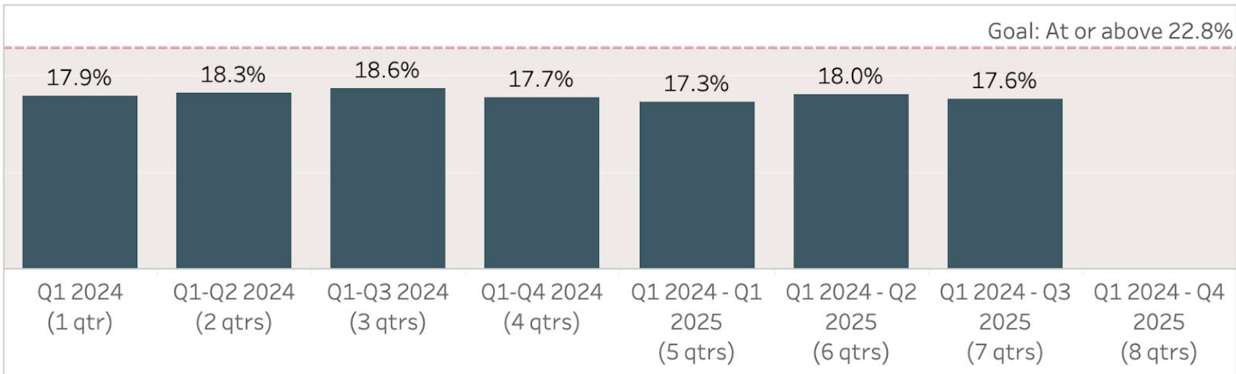
In the seven quarters spanning from January 2024 through September 2025, those who are Black, African American, and African made up 20.4% of the population who entered shelter or housing, though they represented 22.8% of those who were unsheltered at baseline in January 2024. That means while 4,071 Black, African American, and African people were sheltered or housed during this time, approximately 483 additional people (Figure 5) would need to access shelter or housing to address the 2.4 percentage point gap and meet the goal as stated. By separating data between those housed versus sheltered, it is clear that the disparity is driven almost entirely by disparities in rates of this population entering shelter (Figure 6). We continue to meet or exceed this goal for all other priority populations.

Figure 5 - *Progress Toward Addressing Housing and Shelter Needs of Priority Populations (Percentage of people experiencing unsheltered homelessness in January 2024, compared to percentage of people entering shelter or housing during the reporting period).*

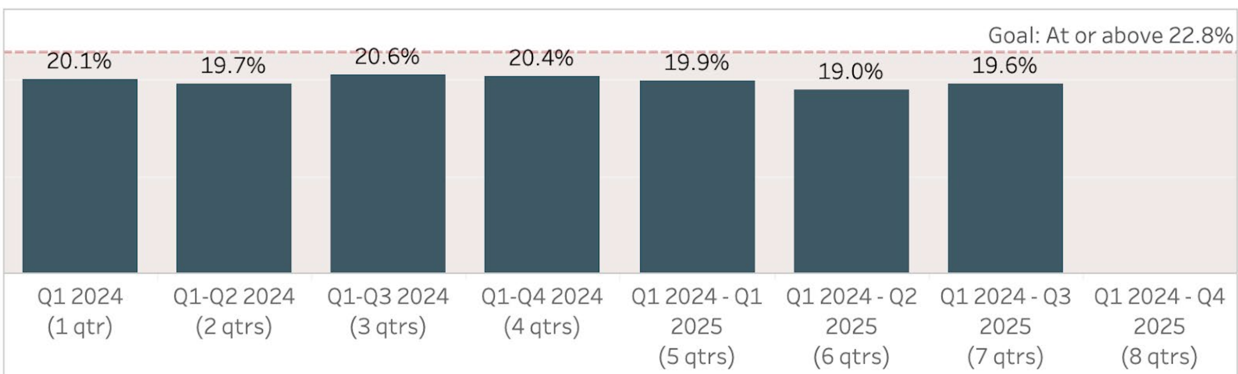


Figures 6a-b - *Detailed data for people who are Black, African American, and African, depicting percentage of people entering shelter, temporary or permanent housing during the reporting period (blue bars) compared to the percentage of people experiencing unsheltered homelessness in January 2024 who were Black, African American, and African (red dotted line).*

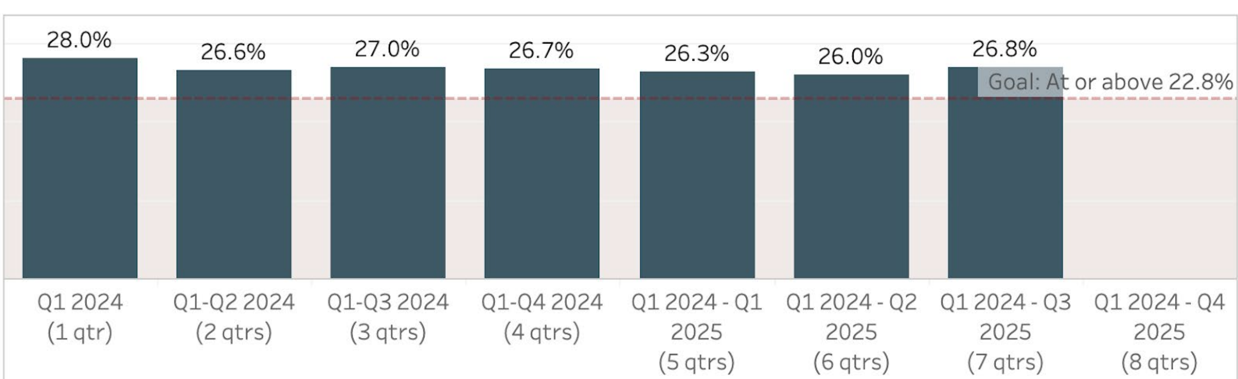
a. Sheltered only



b. Temporary housing only



c. Permanent housing only



Prior HRS quarterly reports showed similar disparities. The HRS Steering and Oversight Committee directed relevant departments to take action to shift these outcomes, including developing clearer understanding of drivers of the observed disparity and recommended solutions. A memo is available with more detail, which was shared with leadership at HSD and Portland Solutions, the division of the City of Portland principally charged with management of City of Portland-funded shelter and outreach programs.

In the past quarter, two culturally specific providers serving people who are Black, African American, and African began working with HSD to implement programmatic shifts within their existing contracts to better achieve these community recommendations. The Urban League of Portland, through its Jamii program, began shifting its sheltering operations from a single motel location to use of more flexible scattered site motel vouchers and is currently identifying a site for a day center to support housing placement and other services. HSD expects the programming to be operational later this fiscal year.

The Immigrant & Refugee Community Organization's Africa House continues to offer drop-in day services. Engagement includes access to rent assistance/client assistance funds, information and referral, safety services, hygiene items, some recreation opportunities, culturally appropriate meals and food pantry. They continue to assess if overnight shelter is a need for the youth and to date, the day shelter model is meeting the current needs of this population. As this additional programming comes online, it should help to improve outcomes, but other shelter providers must continue to address access barriers.

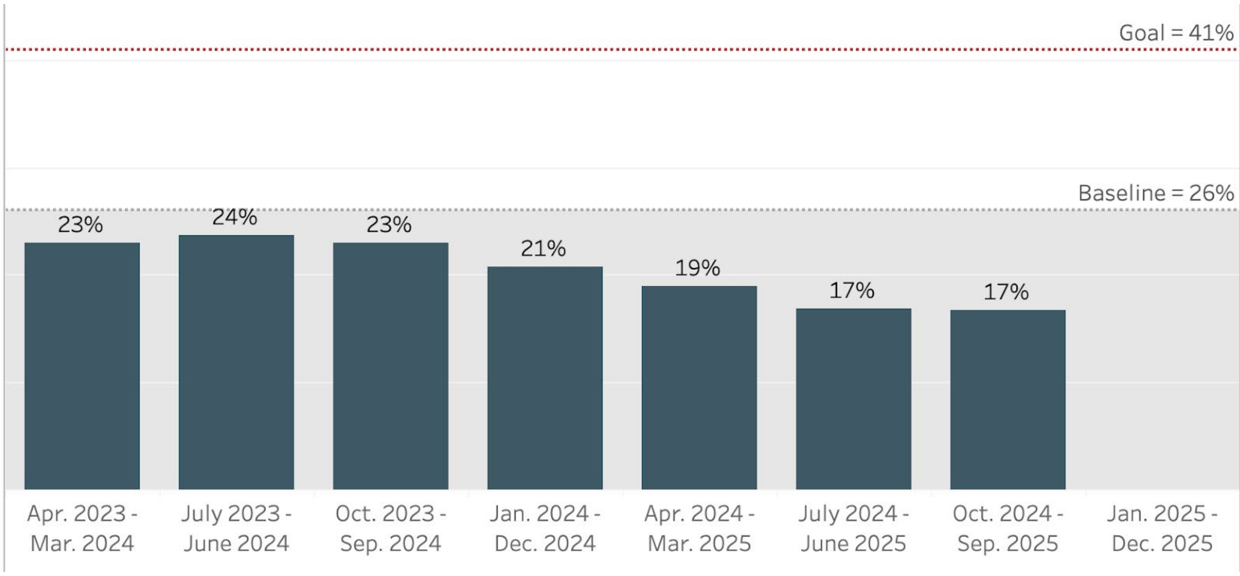
Measure 3: Increase Exits from Adult Shelter to Permanent Housing

While emergency shelters and other transitional settings help to reduce overall levels of unsheltered homelessness, people who use these services are considered homeless until they are able to return to permanent housing. To truly address homelessness, we must make sure that more people who experience homelessness are returning to permanent housing with access to the resources and services they need to stay housed. Moving more people from shelter to permanent housing also opens those shelter beds for other people who would otherwise remain unsheltered.

The HRS seeks to improve exit rates from adult shelter to permanent housing by 15 percentage points, from a baseline rate of 26% of all exits to 41% by the end of 2025. System-level performance on this measure has continued to decline over time, and this goal will not be met without a shift in resources to support it. There are also several technical challenges associated with this measure, which we summarize here, that make it difficult to rely on this metric for policy direction without significant additional context.

In the twelve month period ending in September of 2025, exit rates from adult shelter to permanent housing were at 17% (Figure 7), representing no change from the last quarterly report's data and a six percentage point decline compared to the year before. This is nine percentage points below the pre-HRS baseline, and 24 percentage points short of the HRS goal. Though nearly 1,100 adults exited shelters to permanent housing in the last twelve months, almost 1,600 additional adults would have needed to exit to permanent housing to meet this goal.

Figure 7 - *Progress Toward Increasing Adult Exits from Shelter to Permanent Housing (Percentage of adults exiting shelter to permanent housing compared to pre-HRAP baseline and HRAP goal).*

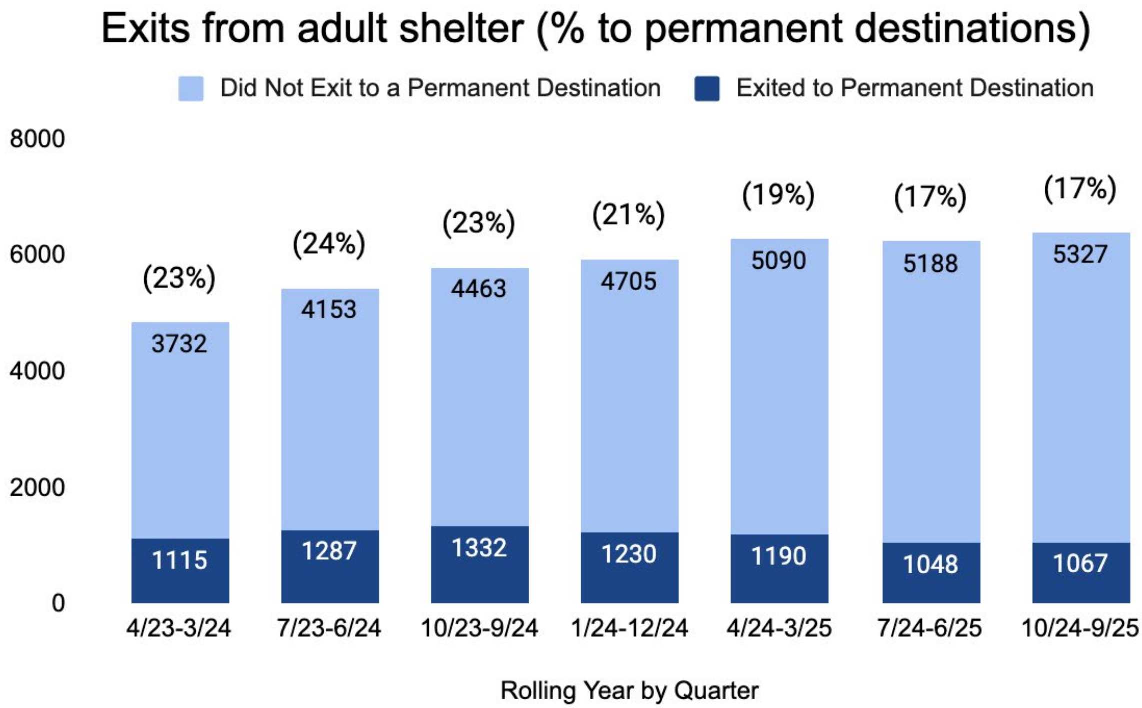


As noted, this measure has several associated challenges:

- The data used to track this measure is recorded by shelter staff as a person's destination when that person leaves the shelter. In many instances, shelter staff may not know where an individual leaves to, unless they have specifically assisted the individual to find housing. This may lead to an undercount of people leaving shelter to housing.
- Because the goal is expressed as a percentage of all people exiting from adult shelter, it is sensitive to changes to both the number of people who exit to permanent housing (the numerator) and the total number of people exiting adult shelter (the denominator). For instance:
    - Approximately as many people exited adult shelters to permanent housing in the twelve month period ending in September 2025 (1067), as did in the twelve month period ending in March 2024 (1115). However, because more total people exited adult shelter in the period ending in September 2025, the percentage of people exiting to housing was lower (Figure 8).

    - Relatedly, the periods of highest exits to housing were very closely related to special initiatives funded by county and state governments (Housing Multnomah Now and Oregon All-In). These funds were time limited and one-time only efforts. From July of 2023, through June of 2024, those initiatives alone accounted for nearly 600 households moving into housing, primarily from existing shelters. As these special one-time initiatives waned, overall housing placement capacity has stabilized at baseline rates associated with ongoing funding. That ongoing funding level is insufficient to meet this outcome goal.
- Because the goal specifies exits from adult shelter to housing, not all efforts to house people experiencing homelessness are fully encompassed in this measure. For example:
    - Rapid rehousing programs house people both from shelter and directly from the streets. These programs, on average, have housed more than 380 people monthly since January 2024, but only those who entered housing from adult shelters are credited in this HRAP measure.
    - In the twelve-month period from July 2024, through June 2025, this measure reported roughly 1,200 adults exiting shelter to housing, but 4,656 people newly entered housing from all locations. By the end of that period, 8,548 people were receiving assistance that helped sustain their housing after earlier assistance in moving from homelessness back to housing. This means that in that one-year period HRAP's measure reflected roughly 25% of all people who newly moved from homelessness to housing during that period and only 14% of people who continued receiving housing sustaining assistance after previously returning to housing from homelessness.

Figure 8 - *Exits from adult shelter, differentiating exits to permanent housing (dark blue) from those who did not have an exit to a permanent housing destination (light blue) and noting in parentheses the percentage of exits to permanent housing within each of the reporting periods.*



The HRS Implementation and Community Advisory Committees have closely tracked the declining performance of this system metric, and HSD evaluators recently conducted a rapid, program-level assessment of exits from shelter to permanent housing to determine primary cause(s) for declining performance rates. Broadly, the causes included lack of housing placement options, under-resourced shelters with reduced housing placement funding, challenges with rapid rehousing from shelter, and additional participant-level barriers to accessing housing.

In order to close the gap between current rates of housing placement from shelter and HRS's goal, the analysis found that the City of Portland, Multnomah County, and its partners would need to invest in housing placement for an additional 1,600 adults at an estimated cost of $20-35 million.

Evaluation findings were summarized in presentations to a joint session of the Portland City Council and Multnomah County Board of Commissioners, as well as to the HRS Steering and Oversight Committee. Facing budget constraints from local, regional, and state sources in the coming fiscal year, elected officials generally prioritized investment in expansion and preservation of shelter capacity, over expanding investment in housing placement resources that would address this gap. Recent cuts in state funding to support housing placement from shelter will further exacerbate this shortfall in the current fiscal year.

The City of Portland recently convened a multijurisdictional Housing Strike Team as part of its ongoing incident command structure focused on addressing unsheltered homelessness. That group of action-oriented partners is assessing a range of additional options to improve housing placement opportunities, particularly through better linkage to existing affordable housing units.

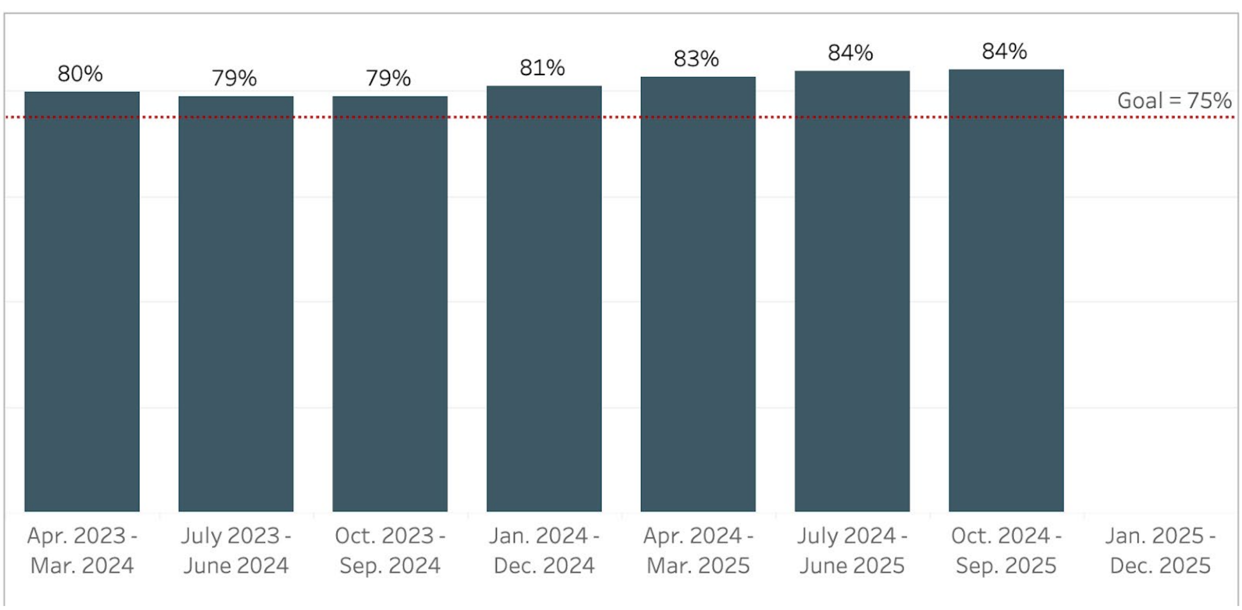
As our system continues to add new shelter beds, more people can be served in shelters, and more people will exit those shelters. Without a corresponding increase in our investment and effort to move people from shelter to housing, the percentage of people exiting shelters to housing will continue to go down, even if the total number exiting to housing remains the same.

Measure 4: Ensure People Retain Permanent Supportive Housing

Permanent supportive housing (PSH) is an important form of housing to support some, though not all, people experiencing homelessness to stably return to housing. It is a specific type of housing program for people with disabilities and extremely low incomes who have long or multiple histories of homelessness and other significant barriers to housing stability. PSH provides permanent housing, rent assistance or other support to make sure the rent is permanently affordable, and provide intensive yet voluntary services, with no time limits. Helping people placed in PSH retain their housing for at least 24 months following their move in is an important measure of success in helping permanently end their experiences of homelessness by accessing housing they can afford with the ongoing services they need to remain stable and healthy.

We continue to exceed the HRS goal of maintaining at least 75% retention in permanent supportive housing 24 months after placement. 84% of people currently remain in permanent supportive housing 24 months after placement.

Figure 9 - *Progress Toward Ensuring People Retain Permanent Supportive Housing (percentage of people retaining housing for at least 24 months following their Permanent Supportive Housing placement).*



HRS partners continue to focus on creating stronger connections to improve access to PSH and stabilizing health care services both when people are exiting inpatient medical and behavioral health stabilization settings and when people are already housed in PSH and need better ongoing access to community-based behavioral health supports, crisis stabilization services, and primary care to support their housing stability.

HSD also began working with Central City Concern in Fall 2024 to locally expand Move On programming. Move On programs are a national best practice designed to serve PSH systems in two important ways: offering stable and motivated PSH residents an opportunity to disconnect from intensive wrap-around services while retaining rental assistance, simultaneously freeing up public PSH services funding and units for those who need them most.

The local Move On expansion is transitioning out of design and pilot phase, and has developed 11 MOUs with different PSH providers within Multnomah County. The team has helped 21 people move on to the next chapter of their lives from both the adult and youth PSH systems, while maintaining a retention rate of over 90%. The program recently expanded to include family PSH, and expects to fill to its full capacity, serving 40 households by the end of the calendar year.

Of concerning note: Changes in federal housing policy priorities communicated in November 2025 by the U.S. Department of Housing and Urban Development (HUD), suggest that HUD will significantly reduce federal funding available through its Continuum of Care (CoC) program to provide ongoing permanent supportive housing to hundreds of thousands of formerly chronically homeless people across the United States in the coming year. Communities nationwide will be affected. Locally, this puts tens of millions of dollars in federal funding at risk that is currently used to provide ongoing permanent supportive housing to hundreds of people with disabling conditions and long prior histories of homelessness throughout Multnomah County. Community partners and local governments are actively problem-solving to assure that no one becomes homeless again as a result of this federal policy shift.

HRAP Redesign and Action Item Progress

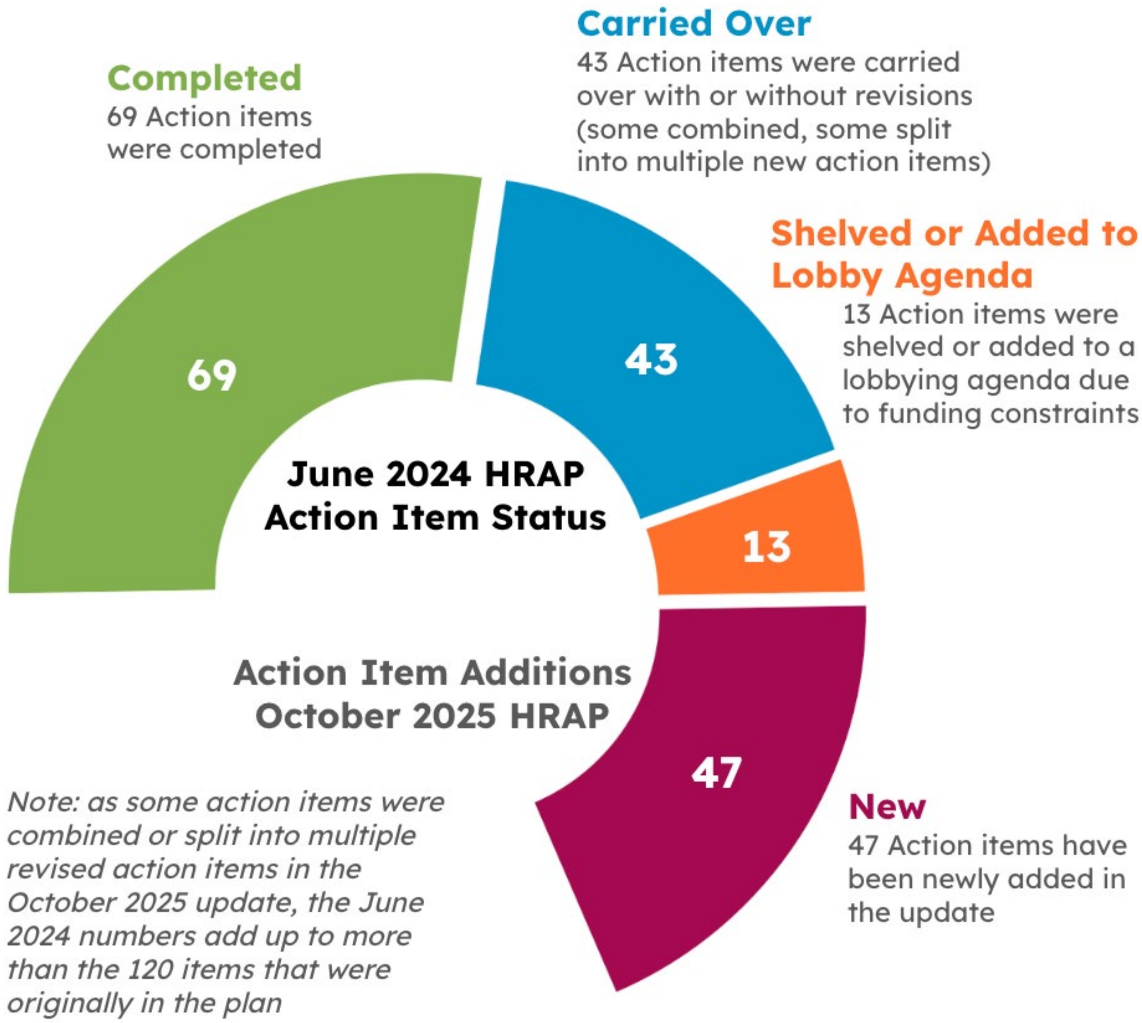
The HRAP was designed to be a dynamic approach to achieve the shared goals of the HRS. The HRAP can and should be adapted to reflect the changing needs of our community members and the systems that serve them. One year into the plan, at the direction of the Steering and Oversight Committee, the HRS team embarked on a process to reorganize the plan in coordination with the Implementation Committee and the HRS Community Advisory Committee. The goal of reorganizing the HRAP is to make it easier for our partners and the public to understand and track the work of the Homelessness Response System in a second iteration of the HRAP.

The HRS team led the three committees through a review of the current plan including evaluating which action items had been completed, which needed refinement, which need to be shelved or moved to a lobbying agenda due to governmental financial constraints, and what additional work is being undertaken in the next two years. The HRS system also undertook a process to develop new key performance indicators to be referred for adoption by the Portland City Council and the Multnomah County Board of Commissioners before the expiration of the current KPIs on December 31, 2025.

The October 2025 update to the HRAP and the updated KPIs, if approved by the City and the County in December 2025, will better align with updated goals and strategies, as well as more clearly reflect how we present and speak about our data on homeless individuals and related programming in our community.

In the October 2025 update to the Homelessness Response Action Plan (HRAP), 69 of the original 120 (58%) HRAP action items are considered complete. Work continues on 43 action items, many of which have been refined - and in some cases two action items have been combined, while in other cases one action item has been split into multiple refined action items. Thirteen action items (11%) have been moved into either a shelved or lobbying agenda appendix, in light of federal changes to Medicaid benefits or lessened investments from the state. An additional 47 action items have been identified by implementation partners as new work to be undertaken in the coming years.

Figure 10 - *summarizes the status of the action items from the June 2024 release of the HRAP as we move into the October 2025 update of the plan.*



Recommendations/Considerations

The Homelessness Response System (HRS) is structured to support transparency, accountability and cycles of continuous quality improvement through which we track outcomes and adjust strategies to improve services and outcomes. Specifically, the HRS Steering and Oversight Committee is responsible for establishing key performance metrics, monitoring progress toward HRS goals, setting systems-level strategies, recommending alignment of jurisdictional investments, and adjusting goals annually. The Implementation Committee drives and directs implementation of the HRAP, measures outcomes, and in collaboration with the Community Advisory Committee recommends strategies for Steering and Oversight Committee review. The Community Advisory Committee helps to identify emerging needs in the community and reviews and advises on strategy and outcomes.

Prior HRAP quarterly reports included several recommendations that are reflected in current and ongoing implementation activities. This section briefly summarizes prior recommendations and the status of related actions. Additional, broader recommendations were incorporated into the October 2025 update to the HRAP.

Table 1: Summary of HRS Committee recommended actions for HRAP improvements

Recommended actions	Status
UNDERWAY: Assess strategies to improve adult placements to permanent housing from shelter.	HSD completed rapid, program-level assessment of exits from shelter to permanent housing, with strategies and associated costs needed to reach the HRAP goal, but related recommended funding increases have not been pursued by state and local elected bodies. Multijurisdictional Housing Strike Force is identifying additional programming strategies in lieu of additional investment at scale.
UNDERWAY: Bring together contracted Permanent Supportive Housing providers to review the scope and effectiveness of the Move On program.	HSD partnered with Central City Concern, beginning Fall 2024 to locally expand Move On programming. The expansion has already assisted 21 adults and youth move from PSH to less intensive housing, with a 90% retention rate, and is currently expanding to serve families in PSH. Program partners are actively assessing challenges and solutions while moving to fully enroll the expanded program capacity by end of year.
UNDERWAY: Improve shelter and housing outcomes for people who are Black, African American, and African.	This work is underway. HSD is working with providers to implement immediate term actions like day center services. HSD and Portland Solutions are charged with assessing the ability of shelter expansion in the next calendar year to address this disparity.

Recommended actions	Status
UNDERWAY: Maintain and affirm Community Sheltering Strategy commitment that shelter expansion should include access to funding and services to move people out of shelter to permanent housing. Prioritize housing placement alongside appropriate shelter capacity, to avoid undermining effectiveness of shelter as a step toward housing security.	Facing decreased revenue at state, local, and regional level, elected officials adopted FY2026 budgets that did not increase housing placement investments commensurate with shelter expansion as prioritized in the Community Sheltering Strategy. Recent cuts in state funding to support housing placement from shelter will further exacerbate this shortfall in the current fiscal year. City and County continue to assess whether shelter expansion goals can be met with existing revenue. The HRAP goal related to housing placement from shelter will not be met without supporting budget revisions.
UNDERWAY: Assess options to revise or add key performance indicators.	1. **(Complete)** Separately report those sheltered versus those housed, and disaggregate by race, ethnicity, and age for priority populations. Included in the HRS dashboard as of this report and on an ongoing basis. 2. **(Complete)** Monitor shelter expansion progress. HSD monitors system level shelter capacity and expansion at its HSD data dashboard, now linked to the HRS dashboard. 3. **(Underway)** Develop a goal to drive a net reduction in unsheltered homelessness based on inflow/outflow monitoring. HSD has incorporated inflow/outflow monitoring in its data dashboard, and the SOC has recommended future net reduction metrics for adoption by City Council and the Board of Commissioners.

Recommended actions	Status
UNDERWAY: HSD should summarize prior research and/or analyze adult exits from shelter to permanent destinations by individual shelter, shelter provider, shelter type, and the different levels of resources dedicated to each shelter to move people from shelter to permanent housing. The analyses should seek to identify which providers, practices, and dedicated housing placement resource levels are correlated with greater exits to permanent housing destinations. Analyses should also seek to identify any disparate outcomes by race, ethnicity, gender, household composition, age, and acuity.	This work is underway, and has been incorporated into several efforts: • HSD analyses to support a recent work session of the Multnomah County Board of Commissioners (complete) • HSD analyses to recommend improved performance under Measure 3 (underway) • HSD and Portland State University-led Pathways Project (underway) • HSD led Rapid Rehousing Evaluation and Shelter Continuum Evaluation (underway)
COMPLETED: Orient newly elected City and County officials to HRAP and Community Sheltering Strategy. Assess opportunities for early wins on shared goals and spaces for potential expansion and adaptation of HRAP goals and strategies.	This work is generally complete, though will continue through jurisdictional budget development and HRS planning work into Winter 2025.

Exhibit 1
Goals and Measurable Outcomes

The Parties agree they will leverage their individual and collective resources to make progress on goals and outcomes detailed in the Homelessness Response Action Plan.

Homelessness Response Action Plan (HRAP) Outcomes:

- Informed by the latest data from the Homeless Management Information System (HMIS) database, adopt clear, achievable goals with measurable outcomes, including goals and outcome measures addressing a coordinated shelter strategy.
- Identify a baseline number of people experiencing unsheltered homelessness as of January 2024. (Completed as of January 2024 there were 5,398 people experiencing unsheltered homelessness in Multnomah County.)
- Shelter or place in housing 2,699 unsheltered people (the number of people equivalent to 50% of the unsheltered people on the by-name list) by December 31, 2025.
- Reduce unsheltered homelessness for priority populations listed below at a rate equal to or greater than that population's proportion of the overall population in the baseline number:
    - Black, African American or African
    - Native Hawaiian or other Pacific Islander
    - American Indian, Alaskan Native, or Indigenous
    - Latina/Latino/Latinx/Latine
    - Asian, Asian American
    - Adults over the age of 55
    - LGBTQIA2S+
- Increase exits from adult shelter to permanent housing by 15% by December 31, 2025.
- Ensure 75% of people housed in permanent supportive housing retain their housing 24 months after placement.

Appendix A - Multnomah County and City of Portland Fiscal Reporting

The Intergovernmental Agreement that establishes the Homelessness Response System requires a range of fiscal reporting from the City of Portland to Multnomah County (and vice versa) detailing annual budgets, lists of service providers receiving funding in the quarter, and any material changes in programming or strategy compared to each party's annual plan. This appendix includes these reports. Future reports may incorporate additional fiscal reporting narrative.

Homeless Services Department

Summary by Fund
Budget vs Actuals (Expenditures Only)
For the Period Ending September 30, 2025
Percent of Year Complete: 25%

GL Type	Fund Name	FY 2025 Revised Budget	Year to Date Actual	Variance From YTD Budget	% of Budget
Expenditure	Coronavirus (COVID-19) Response Fund	0.000M	-0.004M	0.004M	
	Federal/State Program Fund	89.1M	9.3M	79.8M	10%
	General Fund	64.5M	7.8M	56.8M	12%
	Supportive Housing Fund	153.5M	17.1M	136.4M	11%
	Video Lottery Fund	3.1M	0.7M	2.4M	22%
Expenditure Total		310.2M	34.8M	275.4M	11%

	% of Spending per Quarter		
Quater	Budget	Actual	Variance
Q1	10%	11%	1%
Q2	10%		-10%
Q3	25%		-25%
Q4	35%		-35%
Total	**80%**	**11%**	**-69%**

*HSD's Budget will change due to the state rebalance on 10/30/2025

Homeless Services Department

Summary by Program Group
Budget vs Actuals (Expenditures Only)
For the Period Ending September 30, 2025
Percent of Year Complete: 25%

GL Type	Program Group	FY 2025 Revised Budget	Year to Date Actual	Variance From YTD Budget	% of Budget
Expenditure	30-000 HSD Director's Office	15.9M	3.8M	12.1M	24%
	30-100 HSD System Support, Access, Assessment, & Navigation	13.2M	1.9M	11.3M	14%
	30-200 HSD Safety off the Streets	134.0M	15.6M	118.4M	12%
	30-300 HSD Housing Placement & Retention	74.4M	8.1M	66.3M	11%
	30-400 HSD Supportive Housing	67.0M	5.0M	62.0M	7%
	30-600 HSD Employment	5.7M	0.5M	5.2M	8%
	30-900 HSD Emergency Response & Recovery	0.000M	-0.004M	0.004M	
Expenditure Total		**310.2M**	**34.8M**	**275.4M**	**11%**

Homeless Services Department

Summary by Ledger Category
Budget vs Actuals (Expenditures Only)
For the Period Ending September 30, 2025
Percent of Year Complete: 25%

GL Type	Ledger Category	FY 2025 Revised Budget	Year to Date Actual	Variance From YTD Budget	% of Budget
Expenditure	1020 - Personnel	21.7M	5.4M	16.3M	25%
	1135 - Contractual Services	257.8M	23.6M	234.2M	9%
	1145 - Internal Services	14.0M	3.1M	11.0M	22%
	1150 - Materials & Supplies	16.7M	2.8M	13.9M	17%
Expenditure Total		**310.2M**	**34.8M**	**275.4M**	**11%**

Summary by Provider
Budget vs Actuals (Expenditures Only)
For the Period Ending September 30, 2025
Percent of Year Complete: 25%

Homeless Services Department

GL Type	Supplier	Year to Date Actual
Expenditure	211INFO INC	0.11M
	4TH DIMENSION RECOVERY CENTER THE	0.01M
	BEACON VILLAGE	0.03M
	BRADLEY ANGLE	0.16M
	CALL TO SAFETY	0.02M
	CASCADE AIDS PROJECT	0.14M
	COMMUNITY DEVELOPMENT CORPORATION OF OREGON	-0.15M
	COMMUNITY PARTNERS FOR AFFORDABLE HOUSING	0.14M
	CULTIVATE INITIATIVES	0.55M
	DO GOOD MULTNOMAH	2.93M
	ECUMENICAL MINISTRIES OF OREGON	0.03M
	EL PROGRAMA HISPANO CATOLICO	0.29M
	GREATER NEW HOPE FAMILY SERVICES LLC	0.03M
	HELPING HANDS REENTRY OUTREACH CENTERS	0.47M
	HOME FORWARD	3.74M
	HOUSING CONNECTOR	0.07M
	HOUSING DEVELOPMENT CENTER INC	0.05M
	HOUSING NORTHWEST INC	0.04M
	HUMAN SOLUTIONS INC	1.82M
	IMMIGRANT AND REFUGEE COMMUNITY ORGANIZATION THE	0.51M
	INNOVATIVE HOUSING INC	0.03M
	JANUS YOUTH PROGRAMS	0.62M
	JOIN	1.21M
	LATINO NETWORK	0.03M
	METROPOLITAN PUBLIC DEFENDER SVCS INC	0.07M
	NATIVE AMERICAN YOUTH AND FAMILY CENTER	0.22M
	NORTHWEST PILOT PROJECT INC	0.40M
	OPERATION NIGHTWATCH - PORTLAND	0.02M
	OREGON LAW CENTER	0.06M
	OUTSIDE IN	0.40M
	PATH HOME	0.51M
	RAHABS SISTERS	0.02M
	ROSE HAVEN CIC	0.04M
	SALVATION ARMY THE	0.06M
	SELF ENHANCEMENT INC	0.18M
	STRAIGHTWAY SERVICES	0.17M
	STREET ROOTS	0.01M
	SUNSTONE WAY	2.53M
	TRANSCENDING HOPE	0.07M
	TRANSITION PROJECTS INC	4.16M
	TRASH FOR PEACE	0.06M
	VOLUNTEERS OF AMERICA OF OREGON INC	0.19M
	WESHINE INITIATIVE INC	0.19M
	YWCA OF GREATER PORTLAND	0.27M
Grand Total		**22.55M**

Metro Supportive Housing Services (SHS)
Summary by Ledger Category
Budget vs Actuals (Expenditures Only)
For the Period Ending September 30, 2025
Percent of Year Complete: 25%

GL Type	Ledger Category	FY 2025 Revised Budget	Year to Date Actual	Variance From YTD Budget	% of Budget
Expenditure	1020 - Personnel	14.6M	3.8M	10.8M	26%
	1135 - Contractual Services	151.9M	14.6M	137.3M	10%
	1145 - Internal Services	9.4M	2.0M	7.3M	22%
	1150 - Materials & Supplies	12.4M	1.6M	10.8M	13%
Expenditure Total		**188.3M**	**22.1M**	**166.2M**	**12%**

Multnomah County

Metro Supportive Housing Services (SHS)
Summary by SHS Category*
Budget vs Actuals (Expenditures Only)
For the Period Ending September 30, 2025
Percent of Year Complete: 25%

GL Type	SHS Program Category	SHS Programs	FY 2025 Revised Budget	Year to Date Actuals	Variance From YTD Budget	% of Budget
Expenditure	Permanent Supportive Housing (PSH)	Support Services	$38.0M	$2.4M	$35.7M	6%
		Long-term Rent Assistance (RLRA)	$16.9M	$1.9M	$15.0M	11%
		Long-term Rent Assistance Admin	$434.1K	$83.4K	$350.7K	19%
		Subtotal PSH	$55.4M	$4.4M	$51.1M	8%
	Rapid Re-housing (RRH)	Rapid Re-housing (RRH)	$10.7M	$1.4M	$9.4M	13%
		Subtotal RRH	$10.7M	$1.4M	$9.4M	13%
	Other Housing and Services Programs (not otherwise listed)	Housing Only	$5.2M	$575.6K	$4.6M	11%
		Housing with Services	$5.4M	$550.4K	$4.9M	10%
		Subtotal Other Housing and Services Programs	$10.6M	$1.1M	$9.4M	11%
	Eviction & Homelessness Prevention	Eviction & Homelessness Prevention	$3.8M	$311.4K	$3.5M	8%
		Subtotal Eviction & Homelessness Prevention	$3.8M	$311.4K	$3.5M	8%
	Safety On/Off the Street	Shelter	$64.0M	$8.5M	$55.5M	13%
		Outreach	$7.8M	$1.4M	$6.5M	17%
		Subtotal Safety On/Off the Street	$71.9M	$9.9M	$62.0M	14%
	Other Supportive Services	Other Supportive Services	$9.1M	$1.4M	$7.7M	15%
		Subtotal Other Supportive Services	$9.1M	$1.4M	$7.7M	15%
	System Support Costs	Systems Infrastructure	$4.3M	$789.3K	$3.5M	18%
		Built Infrastructure*	$6.9M		$6.9M	0%
		Overall System Services	$2.1M	$305.0K	$1.8M	15%
		Subtotal System Support Costs	$13.2M	$1.1M	$12.1M	8%
	Regional Strategy Implementation	Coordinated Entry				
		Regional Landlord Recruitment	$2.3M	$112.7K	$2.2M	5%
		Healthcare System Alignment	$459.4K	$75.8K	$383.5K	17%
		Training	$470.8K	$78.2K	$392.6K	17%
		Technical Assistance	$232.3K	$41.0K	$191.3K	18%
		Employee Recruitment and Retention				
		Homeless Management Information System	$2.5M	$239.3K	$2.2M	10%
		Subtotal Regional Strategy Implementation	$6.0M	$547.0K	$5.4M	9%
	County Administrative Costs	County Administrative Costs	$7.6M	$2.0M	$5.6M	27%
		Subtotal County Administrative Costs	$7.6M	$2.0M	$5.6M	27%
Grand Total			**$188.3M**	**$22.1M**	**$166.2M**	**12%**

	% of Spending per Quarter**		
	Budget	**Actual**	**Variance**
Quarter 1	5%	12%	7%
Quarter 2	10%		-10%
Quarter 3	25%		-25%
Quarter 4	40%		-40%
Total	**80%**	**12%**	**-68%**

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Homelesss Services Department

Homeless Services Department
PDX General Fund Reconciliation
FY 2026 - Q1
City Contract # 30008898

November 13, 2025

Program/Service Category Provider	IGA Budget/ Revised Budget	Expenditures Reported for Quarter 1	Total Expenditures Reported	Remaining Balance
Safety Off the Streets - Adult Emergency Shelter in the City of Portland	**20,629,562.00**	**3,679,712.64**	**3,679,712.64**	**16,949,849.36**
Safety Off the Streets - Outreach and Engagement in the City of Portland	**4,541,430.00**	**557,512.13**	**557,512.13**	**3,983,917.87**
Specialized Transitional and Permanent Housing	**4,456,585.00**	**117,560.99**	**117,560.99**	**4,339,024.01**
Total	**29,627,577.00**	**4,354,785.76**	**4,354,785.76**	**25,272,791.24**

City of Portland

Office of the
City Administrator
1120 SW 5th Ave, Suite 1508
Portland, OR, 97204

@PortlandGov
PortlandORGov
@portlandgov

portland.gov/Portland-solutions

PortlandSolutions@portlandoregon.gov

Portland Solutions
Skyler Brocker-Knapp, Director

(She/Her/Hers) Skyler.Brocker-Knapp@portlandoregon.gov

November 13, 2025

Jillian Schoene
Homelessness Response System (HRS)
Multnomah County

Re: City of Portland HRS IGA Quarterly Progress Report (First Quarter of 2025-26)

Program Update
The City of Portland assumed direct contracting for all City Alternative Shelter sites as of July 1, 2025.

The first quarter of Fiscal Year 2025-26 saw the closure and decommissioning of the Sunderland Safe Park Village. Service units from this site were reallocated for use at other day service and alternative shelter locations. The City's FY 2025-26 Adopted Budget did not include funding to continue operations at the Sunderland location for the entire fiscal year.

The Menlo Park and SW Naito locations benefited from sleeping pods reallocated from the former Peninsula Crossing Safe Rest Village, allowing capacity at these locations to increase by 45 sleeping pods in total.

During the period from July of 2022 through September of 2025, the City's Alternative shelter program has served 3750, including 1651 people who are considered chronically homeless. Of those, 402 chronically homeless individuals have exited to housing. Additional information regarding individuals served at City Shelter locations and exits from shelter can be found on the City of Portland's Shelter Services Dashboard.

The City of Portland has worked to extend its Overnight Shelter program in time for the cold Winter months. 1090 overnight shelter beds and two day spaces have been opened or soon will be, and additional sites will be announced in the next quarter. This quarter saw 13,891 overnight stays in these new shelters, with increased usage month over month. By the end of September, the City reunification program had supported 100 individuals to achieve housing with loved ones.

City of Portland - Portland Solutions **11/13/2025**

Funding Source Summary through September 30, 2025 (1st Quarter)

Fund Name	*FY 26 Adopted*	*YTD Actuals*	*Budget Variance*	*% Spent*
City General Fund	46,105,204	28,044,533	18,060,671	61%
State of Oregon Special [1]	10,998,403		10,998,403	0%
State of Oregon Shelter Support Fund [2]	13,300,000	1,824,224	11,475,776	14%
State of Oregon Department of Transportation	2,000,000	-	2,000,000	0%
Multnomah County	10,000,000	1,014,355	8,985,645	10%
Metro Supportive Housing Services 22-23 [1]	3,400,000	1,190,322	2,209,678	35%
Metro Supportive Housing Services 25-26 [1]	15,000,000	446,321	14,553,679	3%
City of Portland Solid Waste Management Fund	2,159,237	539,809	1,619,428	25%
Bureau Interagency Revenue (PBOT, Parks, BES, Water)	8,165,262	2,041,316	6,123,947	25%
City of Portland Opiod Allocation	1,324,751	95,727	1,229,024	7%
Total	**$ 112,452,857**	**$ 35,196,605**	**$ 77,256,252**	**31%**

Program Summary through September 30, 2025 (1st Quarter)

Program	*FY 26 Adopted*	*YTD Actuals*	*Budget Variance*	*% Spent*
Shelter Services	65,375,838	6,982,269	58,393,569	11%
Portland Housing Bureau	24,827,578	24,827,578	-	100%
Impact Reduction Program	16,671,013	2,521,754	14,149,259	15%
Street Services Coordination	4,359,431	405,799	3,953,632	9%
Portland Solutions Administration	1,218,997	459,205	759,792	38%
Total	**$ 112,452,857**	**$ 35,196,605**	**$ 77,256,252**	**31%**

Expenditure Category Summary through September 30, 2025 (1st Quarter)

Category	*FY 26 Adopted*	*YTD Actuals*	*Budget Variance*	*% Spent*
Personnel Services	6,356,016	1,379,570	4,976,446	22%
External Material and Services	102,852,558	33,259,332	69,593,226	32%
Internal Materials and Services	2,244,283	557,703	1,686,580	25%
Interfund Cash Transfer	1,000,000	-	1,000,000	0%
Total	**$ 112,452,857**	**$ 35,196,605**	**$ 77,256,252**	**31%**

[1] Funds are passed through by Multnomah County.

[2] Funds are held by Multnomah County for reimbursement

City of Portland - Portland Solutions **11/13/2025**

Expenditure Category Summary through June 30, 2025 (4th Quarter)

Supplier	***YTD Actuals***
MULTNOMAH COUNTY	24,827,578.00
URBAN ALCHEMY	3,640,997.30
FULCRUM CONSTRUCTION & BLDG SVCS LL	360,484.82
RAPID RESPONSE BIO CLEAN INC	1,756,895.60
CENTRAL CITY CONCERN INC.	707.98
CITY OF ROSES DISPOSAL/COMMUNITY RESTORATION	56,079.16
CITY OF PORTLAND FACILITIES	113,443.96
METRO	88,482.35
TRASH FOR PEACE	200,845.64
US BANK NATIONAL ASSOCIATION (Procurement Card)	96,547.76
HOLLYWOOD LIGHTS INC	63,785.75
ELAITAMAR LLC	57,500.25
PORTLAND GENERAL ELECTRIC	59,753.15
LINDQUIST HOLDINGS LLC	36,499.04
RECOLOGY PORTLAND INC	7,114.06
BROADWAY CAB	27,235.00
PACIFICORP / PACIFIC POWER	5,090.97
PARAMOUNT PEST CONTROL INC	14,312.50
CITY OF PORTLAND TECHNOLOGY SERVICES	63,641.42
CITY OF PORTLAND PRINTING & DISTRIBUTION	6,690.11
CITY OF PORTLAND FLEET SEVICES	25,555.00
CITY OF PORTLAND TRANSPORTATION	-
CITY OF PORTLAND RISK MANAGEMENT	16,542.00
SALVATION ARMY	335,657.22
CULTIVATE INITIATVES	400,264.07
SECURE PACIFIC CORPORATION	281.16
STAPLES INC	2,800.00
SUPERIOR FENCE	1,240.00
FIRE HEALTH AND SAFETY EQUIPMENT CO	3,923.50
RESTORE NUISANCE ABATEMENT LLC	26,200.00
RELAY RESOURCES	1,889.60
UNITED SITE SERVICES	1,836.00
GALWAY ENTERPRISES INC	164.85
NORTHWEST NATURAL GAS	231.89
CASCADIA CLUSTER	5,970.30
PDX SAINTS LOVE	17,203.86
HELPING HANDS REENTRY OUTREACH CNTR	95,726.66
JOIN	98,733.08
SUNSTONE WAY	513,378.62
COR COMMUNITY RESTORATION LLC	216,023.00
Total	33,247,305.63