

Fiscal Year 2025
(July 1, 2024 to June 30, 2025)

Adult Shelter Review



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Executive Summary

This review compiles information related to the cost and performance of 31 housing-focused, 24/7 adult shelter programs in Multnomah County during FY 2025. The report also documents service delivery at shelters, housing strategies, barriers to housing, and racial equity. This report is not meant to make generalizations about shelter programs or types more broadly, and it is only reflective of a single year in Multnomah County.

Recommendation

Limited and unequal access to housing resources across the adult shelter programs in Multnomah County resulted in varying housing outcomes across the adult shelter system. Since current and predicted funding is constrained, a realignment of resources may help address this issue.

This report identifies an opportunity to shelter and house *more* individuals with *fewer* total shelter units across our adult shelter system, through targeted increases in housing placement resources and some programmatic adjustments. This may be achieved by strategically reducing the number of programs, retaining as much as possible of the funding recouped through any reductions, and redistributing those resources among our remaining site-based and mobile housing placement programs.

Key Performance Metrics

- **Number Served & % Chronically Homeless:** 6,731 unique individuals served (33% were chronically homeless)
- **Shelter Utilization:** Shelters maintained an 88% average nightly occupancy rate with differences by shelter type.
- **Length of Stay:** The average stay was 73 days for all exit destinations, but jumped to 160 days for exits to permanent housing. Stays were shortest at congregate shelters, and longer at alternative shelters and motel shelters.
- **Exits to Permanent Housing:** 841 individuals exited to permanent housing (16% of all shelter exits), and the included programs averaged 0.39 exits to permanent housing per shelter bed or unit in FY 2025 (in essence, for every 2.5

shelter beds/units, one person exited to permanent housing). Motel shelters were the most effective at exiting people to permanent housing, with an average exit to permanent housing rate of 38% and 0.52 exits to permanent housing per unit. Congregate shelter had a lower average exit to permanent housing rate than alternative shelters (12% for congregate vs 18% for alternative), but congregate shelters outperformed alternative shelters using the new metric (0.45 exits to permanent housing per bed for congregate vs 0.21 exits to permanent housing per unit for alternative).

Access to additional housing placement programs positively impacted shelter performance in FY 2025, resulting in more exits to permanent housing and decreased lengths of stay for some programs. Housing Placement Out of Shelter and Inreach programs (which operate across multiple shelters) were responsible for 33% of exits to permanent housing from the included shelters, but these impacts were not evenly distributed among all shelter programs and types. This differential access to a vital resource must be taken into consideration when assessing the performance of shelter programs.

Cost & Performance

The total cost for these 31 24/7 adult shelters was \$98 million, with an average cost of \$3.2 million per program and \$47,000 per bed/unit. Congregate shelters were the least expensive (\$37,000 per bed), and motel shelters were the most expensive (\$63,000 per unit). Performance varied significantly by shelter type, but performance was impacted by access to housing resources.

- **Congregate Shelters:** The most cost-effective shelter type for exiting people into permanent housing, with similar housing exits per bed to motel shelters (0.45 for congregate versus 0.52 for motel) at a much lower cost per bed (\$37,000). congregate shelters also resulted in the most exits to permanent housing per program compared to other shelter types.
- **Motel Shelters:** The most effective at exiting people to permanent housing (38% exits to permanent housing and 0.52 exits to permanent housing per bed) but also the most expensive at \$63,000 per unit.
- **Alternative Shelters:** Alternative shelters had the lowest number of exits to permanent housing per unit, and were more expensive than congregate shelters at \$51,000 per unit. However, many alternative shelters served high proportions of people experiencing chronic homelessness and had limited access to additional housing resources, which likely impacted their outcomes.

Racial Equity

- **Systemic Disparity:** White individuals were overrepresented at 59% of the shelter population (compared to 49% on the "By Name List").
- **Underserved Communities:** All racial/ethnic groups except white and Asian/Asian American were underserved by all shelter types. Hispanic/Latina/e/o and Black/African American populations faced the most substantial underrepresentation across the system.

Housing Strategies & Barriers

- **Housing Strategies:** Shelters provided case management, housing navigation, and service referrals to meet participant needs. Shelters also supported participants with skill building, gaining employment, and other barrier reduction efforts towards long-term success.
 - **Operational Barriers:** Success was hindered by a critical lack of affordable housing, inadequate funding, and a shortage of housing subsidies and other long-term supports.
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Introduction and Scope

Across Multnomah County there are a variety of shelter types with a range of different goals, strategies, and available resources. In this review, the Homeless Services Department (HSD) aims to provide a better understanding of the cost of housing-focused adult shelter programs and how these shelter programs performed in FY 2025 (July 1, 2024 - June 30, 2025). This report also provides context around service provision at shelter programs, housing strategies, barriers to housing, and access to, and impact from, housing placement funds. This detailed review will improve transparency around individual shelter programs and help to inform decision making related to Multnomah County's shelter system as a whole. This review is only reflective of the included programs for a single year in Multnomah County. It is not meant to make broader generalizations or conclusions about specific shelter programs or shelter types.

We limited the scope of this report to adult shelter programs in Multnomah County that were open 24 hours a day, seven days a week, and provided housing-focused services. Overnight-only shelter programs, which functioned primarily to provide temporary safety off the streets, were not included in this review. Additional metrics will be developed in the future to measure the outcomes and impacts of this shelter type. Some 24/7 adult shelter programs were intentionally excluded from the review as well (see below for more detail around criteria for inclusion). In an effort to make this review as timely and relevant as possible, we used data from the most recently completed fiscal year (FY 2025). Additional budget information for FY 2026 is included; however, this information is subject to change.

Exploratory Questions

This review was prompted by the following questions:

1. How much do shelter programs cost?
 - a. In total (Operations, staffing, facilities costs, and any additional funding)
 - b. Per bed/unit
 - c. Per # of people served/exited to permanent housing
2. How are shelter programs performing? How well are they:
 - a. Exiting people to permanent housing (for programs with that service model)
 - b. Maintaining high occupancy rates
 - c. Maintaining average lengths of stay
 - d. Serving BIPOC people experiencing homelessness
 - e. Serving chronically homeless people

3. What resources, services, or other factors may be contributing to individual program performance, especially exits to permanent housing and length of stay?
 - a. How are specific resources incorporated into successful housing strategies?
 - b. What are the common barriers and challenges around exiting people from shelter into permanent housing?
4. Are there any reductions in funding or services for individual programs for FY26?

Criteria for Inclusion

The shelter programs included in this review were housing-focused shelter programs that served adults (youth, family and Domestic Violence shelters were not included), and were open 24 hours per day, seven days per week. All included programs were funded at least partially by the Multnomah County or the City of Portland, were open for at least half (6 months) of FY 2025, and were still in operation at the time this report was developed. One exception to the 6-month criteria was the North Portland Road RV program (which was only open for 5.5 months in FY 2025), because it was funded in combination with the North Portland Road TASS (Temporary Alternative Shelter Site). The Rockwood Bridge motel shelter was excluded, despite meeting these criteria, because of its unique program design. All participants at Rockwood Bridge shelter are approved for PSH before coming to the shelter, which results in extremely positive outcomes compared to the other programs included in this review.

The following 31 shelter programs (organized by operator) were included in this review:

Beacon

- Beacon Village

Catholic Charities

- Kenton Women's Village

Cultivate Initiatives

- Menlo Park SRV

Do Good Multnomah

- Arbor Lodge (consists of two subprograms)
- BHRC (consists of two subprograms)
- Roseway
- St Johns Village
- Stark St
- Wy'East

Helping Hands

- Bybee Lakes

New Narrative

- Bridging Connections
- Cultivating Community

Our Just Future

- Chestnut Tree
- Gresham Women's Shelter

Sunstone Way

- Market St
- Naito Village
- Weidler Village

TPI

- Banfield
- Clark Center
- Doreen's Place
- Jean's Place
- Laurelwood Center
- River District Navigation Center
- Walnut Park
- Willamette Center

Urban Alchemy

- Clinton Triangle
- Multnomah SRV (operated by Sunstone way in FY 2025)
- N. Portland Rd (consists of two subprograms)
- Reedway SRV

WeShine

- Avalon Village
- Parkrose Village

Shelter Types

Alternative Shelters

Alternative shelters contain multiple single-room, standalone shelter units (sometimes referred to as pods). Alternative shelter units can shelter one to two adults and usually have electricity, heating, cooling, lighting, windows, and locking doors. They do not have running water. Kitchen, bathroom, and shower facilities are located in a separate structure, and there are often also community spaces and services in an indoor and/or outdoor shared space. Alternative shelters encompass villages, micro-villages (usually less than 20 pods), Safe Rest Villages (SRV), and Temporary Alternative Shelter Sites (TASS). SRV and TASS models are contracted by and unique to the City of Portland.

Congregate Shelters

Congregate shelters serve single adults and sometimes couples. There are usually multiple adults per room or area, and people usually sleep on cots or bunk beds. Smaller shared rooms are sometimes separated into more private areas. These shelters often have amenities like kitchens, bathrooms, showers, case management rooms, community spaces, clinics, and laundry rooms within the same building.

Motel Shelters

Motel shelters are commercial motels or hotels that have been repurposed into shelters since the COVID-19 pandemic. Motel rooms can shelter one to two adults and include bathrooms and sometimes basic kitchen amenities (mini fridges and microwaves). Larger kitchens, community spaces, and service areas are usually located in buildings onsite. This review does not include any scattered site, motel voucher programs.

Mixed Shelters (with more than one shelter type)

Two of the programs included have a mix of two shelter types present at a single location. Arbor Lodge has both congregated shelter beds and alternative shelter units. North Portland Road has both alternative shelter units and RV parking spaces. For both programs, the same services are available to participants of both shelter types. The service and cost information for both locations is combined in this report; however, HMIS data for each shelter type is reported separately when appropriate.

Shelter Beds & Units

The distinction between a shelter bed and unit is made throughout this review because some motel and alternative shelters allow for a limited amount of double occupancy per unit, whereas a bed is usually only able to serve a single adult.

Data Sources and Limitations

Data Sources

Program Output and Outcome Metrics

This data was extracted by the Homeless Services Department (HSD) from the Homeless Management Information System (HMIS) for all the shelter and housing placement programs included in this report. Additional By Name List data was used to calculate the race/ethnicity rates for the comparison population of all people experiencing homelessness in Multnomah County.

Program Costs and Budgets

Total FY 2025 program cost was identified from information recently collected by HSD from all shelter programs, as part of a larger information request from Oregon Housing and Community Services. This total includes operating cost, operations staffing FTE, housing-focused client supportive services and activities, housing-focused supportive services staffing FTE, administrative expenses, data collection, street outreach, street outreach staffing FTE, and capacity building associated with the specific shelter program. In some cases, this information was adjusted by HSD to include costs not accounted for by programs (e.g. direct payments to property owners). The portion of this funding provided by HSD includes a unique mix of funding sources for each program (Metro Supportive Housing Services, Oregon Housing and Community Services, County, City) that were distributed in FY 2025.

Portland Solutions provided approved FY 2026 budgets for Clinton Triangle, Menlo Park SRV, Multnomah SRV, Naito Village, N Portland Road, Reedway SRV, and Weidler Village. These budgets include all site operations (lease, utilities, maintenance and repairs, pest control, etc.) and shelter operator budgeted expenses. They do not include City shelter staff-related expenses nor development-related costs. The Multnomah County Health Department provided total program cost and approved budgets for the BHRC, Bridging Connections, and Cultivating Community. HSD provided approved FY 2026 budgets for the remaining programs.

Shelter Services, Housing Approach, and Barriers

The services provided by each program in FY 2025 (and any reductions in services for FY 2026) were identified through a survey recently administered by HSD. This survey also captured information about housing strategies implemented at each program and barriers preventing programs from moving people into permanent housing.

Challenges and Limitations

While this review provides a dearth of useful information, we must also make sure to call out some important limitations of this report.

Timeframe

Due to a number of restrictions, the scope of this review was limited to a single year (FY 2025). This review does not account for changes over time that may have occurred, including changes in performance and program cost. The Homeless Services Department provided shelter performance and cost data for FY 2024¹ to the Board of County Commissioners earlier in 2025. We also presented a high-level shelter assessment² to a joint City/County work session in 2025, which identified considerable reductions in the number of people exiting to permanent housing (especially among congregate, TASS, and SRV shelter programs) from FY 2024 to FY 2025. These reductions are likely linked to a decline in the amount of housing placement resources available to those programs. This report does not capture those or any other changes that may have occurred prior to FY 2025.

Data Integration

The analysis in this report relies on a variety of data sources and makes comparisons across these sources of information. Even among the information derived from HMIS, a number of different data sets were incorporated. Some strategies and assumptions were implemented in order to align these different sources of data. For example, Arbor Lodge, North Portland Rd, and the Behavioral Health Resource Center each consist of two separate programs that have separate outputs and outcomes in HMIS. However, the cost for those programs are combined. For Arbor Lodge and N Portland Rd, the services and housing resources are utilized similarly across both programs, but the BHRC programs provide different levels of service. When possible and appropriate, each of these programs are identified individually. In some cases (e.g. when comparing cost to outcomes), the HMIS data of two programs were combined.

Additionally, there may be some misalignment between shelter and housing outcomes within HMIS data. We assume that all valid housing move-in dates (HMIDs) are representative of a successful exit to permanent housing; however, some valid HMIDs in this analysis were linked to shelter exits with destinations other than permanent housing (homeless, institutional, temporary, and unreported). In these cases, it is difficult to know if the person was actually exiting to permanent housing and the exit destination was incorrect, or if the individual was not actually exiting to permanent

¹ https://multnomah.granicus.com/MetaViewer.php?view_id=3&clip_id=3147&meta_id=180494

² <https://efiles.portlandoregon.gov/record/17385204/>

housing but was still assigned an HMID. HSD is working to identify and address these instances of misalignment.

Missing Data

Due to the large number and variety of programs included in this review, some data points are missing from charts or were not able to be calculated or included for certain programs. These missing data are identified throughout the report, and provided individually when possible.

Unreported Exits Destinations

Exits to permanent housing are calculated using the exit destination that participants report when leaving a shelter program, which is entered into HMIS by providers. When a participant leaves a shelter program without providing that information, it is reported as *data not collected* or *no exit interview performed*. Participants may also report that they do not know or prefer not to answer. In all of these cases, the exit living situation is categorized as *unreported*. There is a large subset of these types of exits within the dataset used for this analysis, accounting for nearly 2,800 of the 5,213 (54%) of all exits from shelter among the included programs. 93% of those exits with unreported destinations were from congregate shelters, where participants are more likely to depart without notice.

Data Reliability

Occupancy Rates and Unit Capacity

The current methodology used to calculate shelter occupancy compared bed/unit inventories to the number of individuals active in a shelter program on a given day. In FY 2025, this led to occupancy rates that exceeded 100% for programs that allowed a limited amount of double occupancy in alternative and motel units and some bed/unit counts were inaccurate. Ad hoc occupancy calculations (described in the Occupancy Rate section) were performed to account for these limitations. HSD has developed a new occupancy methodology, which tracks each individual bed or unit and whether or not it is occupied on any given day. This new methodology accounts for units that allow double occupancy, and will provide a more accurate representation of shelter occupancy across shelter types. HSD is currently using this revised methodology for contract monitoring and hopes to implement this updated methodology on our public dashboard beginning in early 2026.

Additional limitations exist for analysis in this report that uses units and beds comparatively. In many cases, when double occupancy is not allowed in an alternative shelter unit or motel room, a direct comparison can be made between the units and

congregate shelter beds (since they both are able to shelter a single person). However, in cases where a limited amount of double occupancy is allowed the comparison is accurate. In these cases, the actual maximum capacity of a shelter would be greater than the total number of available units. In these instances, performing calculations using the actual amount of available beds would result in a lower *cost per bed* than *cost per unit* and a lower number of *exits to permanent housing per bed* than *exits to permanent housing per unit*. However, because this number is based on the household situation of participants referred to the shelter (single adults vs couples), it is not a static value. It is therefore challenging to identify the actual maximum capacity of shelters that allow a flexible amount of double occupancy (i.e. a unit that allows double occupancy might sometimes be filled by a single individual).

Exit Destinations and Length of Stay

Due to errors in data entry, there is some margin of error within shelter program data contained within HMIS. Extraneous entries remain for some shelter programs, which may impact the length of stay and exit destination calculations. Data quality issues are being addressed by HSD through ongoing technical assistance with providers and systematic changes in the way data is entered into HMIS. Additionally, HSD is in the process of procuring a new HMIS vendor due to these and other issues presented by our current HMIS system.

Out of the 278 people who exited shelter and had a valid housing move-in date in FY 2025 (see Additional Housing Placement Funding) 30 were not counted as having exited to permanent housing. They were instead counted as an unreported exit, or an exit to an institutional destination, temporary housing or homelessness. This misalignment of shelter exits and housing placements suggests that there may be an undercount of exits to permanent housing from shelter within HMIS shelter data and/or (conversely) that HMIDs are being inappropriately assigned to people who are not actually being placed into permanent housing.

Housing Placement Data

There is also some margin of error within the Inreach and Housing Placement Out of Shelter program data contained within HMIS, due to data entry errors. These errors may be causing undercounts in the total number of housing placements associated with these programs. Additionally, some housing move-in dates (HMIDs) were entered while individuals were still in shelter, sometimes for months after the HMID, which may indicate an overcount of housing placements in some cases. Some participants with a valid HMID in FY 2025 were still in shelter at the end of fiscal year at two programs. Additionally, as mentioned above, some participants had an HMID on the same date as an exit from shelter to an institutional setting or temporary housing. This may be due to

erroneous shelter data, or it may be that HMIDs are being inappropriately assigned to people who are not actually being placed into permanent housing.

Qualitative Data

The qualitative data used to analyze housing strategies and barriers to housing out of shelter was not very robust, and some programs provided very little information in their responses. This information was collected via open-ended survey due to time constraints, but in-depth interviews would have likely yielded much richer insights and a deeper understanding of each program's specific approach and major challenges.

Program Outputs and Outcomes

Outputs are typically defined as the direct result of a program or activity, and outcomes are the changes or benefits experienced by people as a result of the outputs. This section includes the following outputs and outcomes from shelter programs in FY 2025, disaggregated by shelter type and individual program.

- Number of unique people served
- Proportion (%) of people served who were Chronically Homeless
- Estimated occupancy rates
- Length of stay
 - Length of stay for all people who exited the shelter
 - Length of stay for people who exited to permanent housing
- Exits to permanent housing
 - Exit to permanent housing rates
 - Exit to permanent housing counts
 - Exits to permanent housing per bed/unit

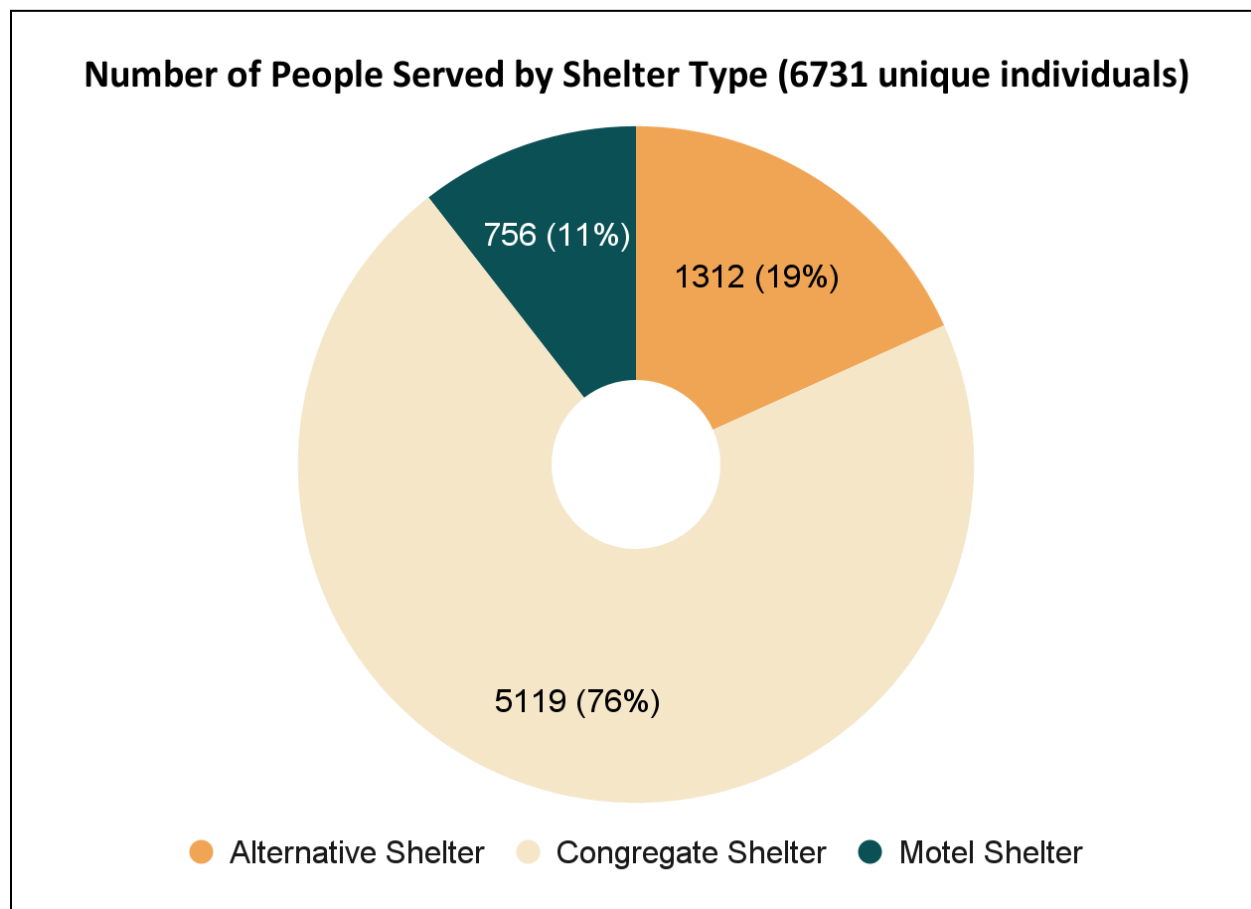
The Homeless Services Department extracted the data used in these sections from the Homeless Management Information System (HMIS) for all shelter programs included in this report. In each of the following sections we describe any calculations performed for each measure or metric and identify any benefits or limitations around the approach. Charts are included throughout this section to provide visual representations of the data. Throughout these sections we identified and discussed noteworthy trends or outliers, and provided additional contextualizing information when possible.

Number of People Served

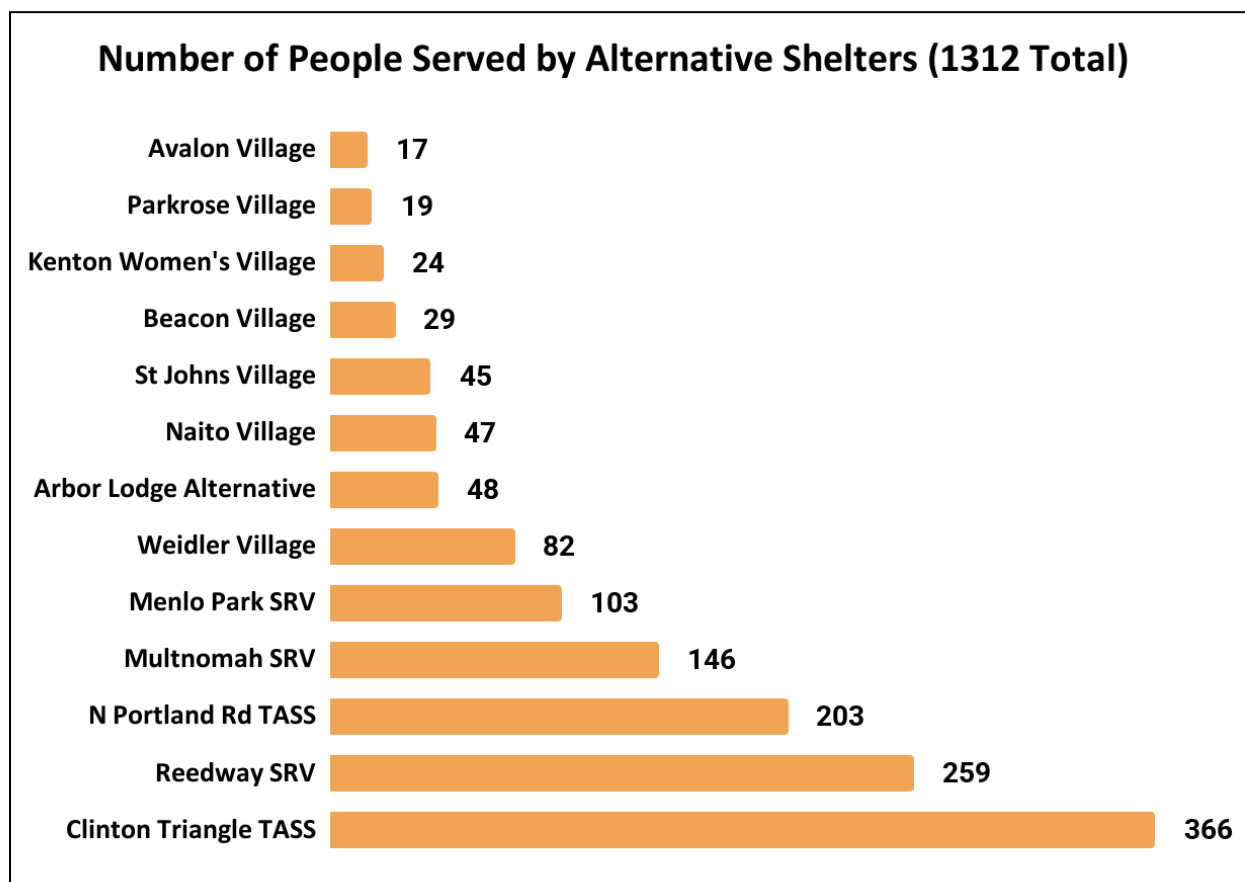
How many people were served by shelter programs in FY 2025?

This section includes the total de-duplicated *number of individuals served* by shelter programs (included in this review) in FY 2025. The number of people served in the fiscal year includes anyone who entered or exited the shelter in FY 2025, including those who were still in the program at the end of the year. In the charts below, individuals are counted once for each shelter program or type they participated in. Therefore, cumulative per-program and shelter type totals may exceed system totals. N Portland Rd RV program is not included in the following charts due to its unique model. This program served 123 individuals in FY 2025.

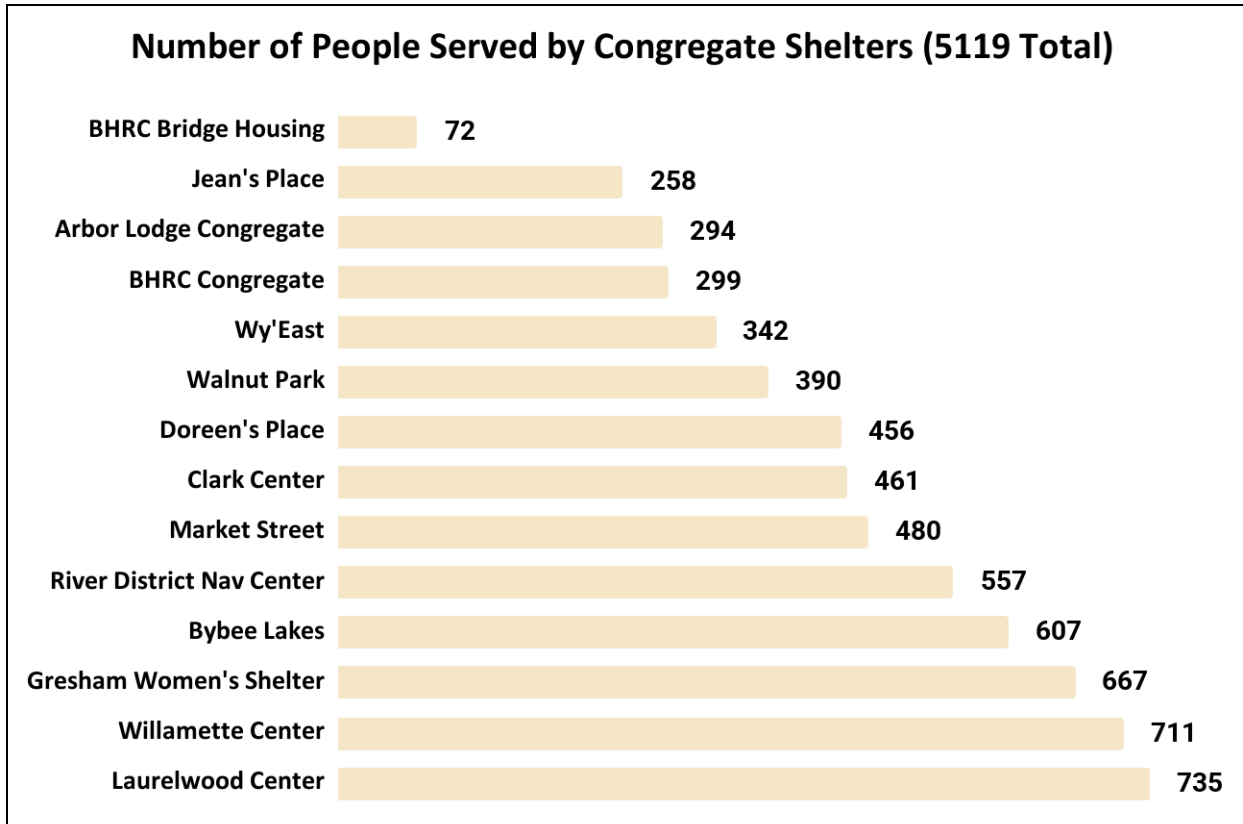
This measure is useful for understanding the reach of each program and shelter type. However, the total number of people served does not take into account the size of each program or how long people tend to stay at the shelter (length of stay), so it may not be the most useful measure for comparing program performance.



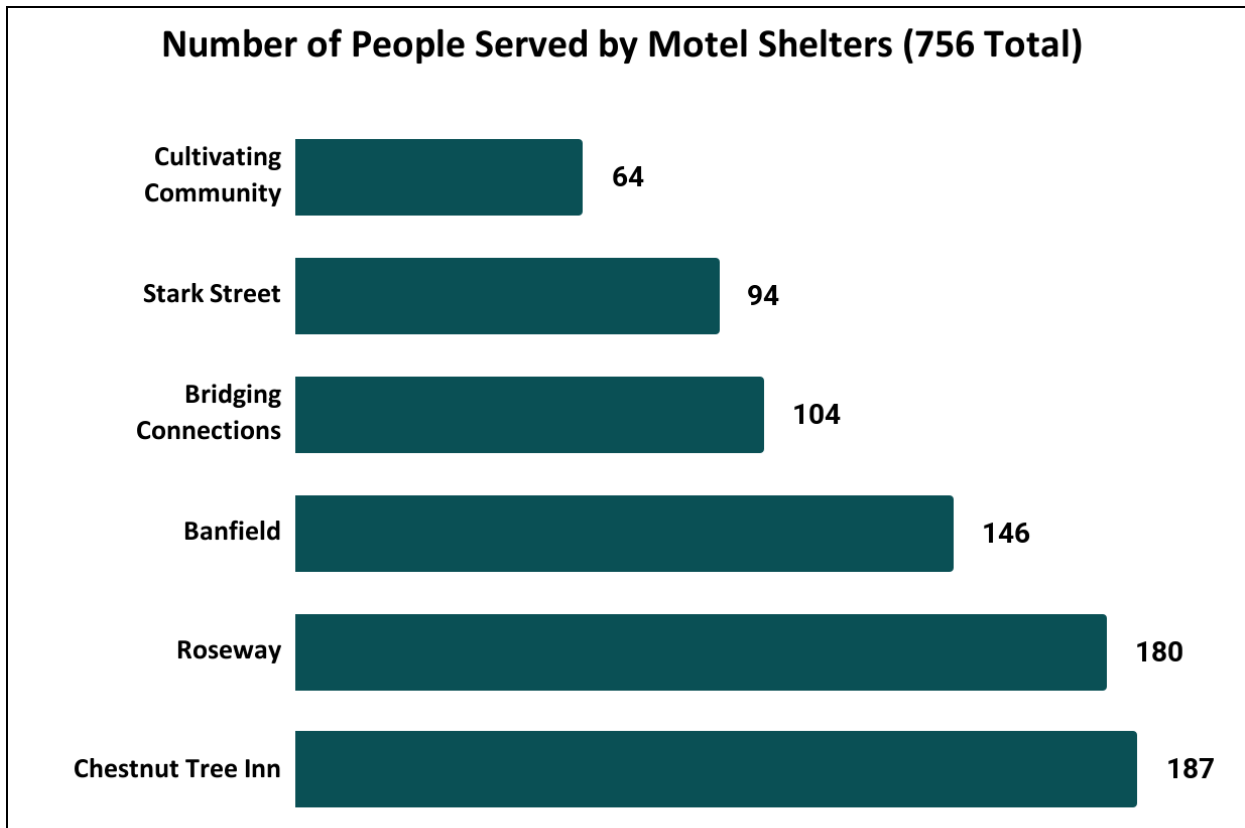
Among the shelters included in this review, 76% of all shelter participants were served by Congregate shelters, which was twice as many people served than alternative and motel shelters combined. This is due to both the greater number of congregate beds included in the analysis (~1,300 congregate beds compared to ~700 alternative units and ~300 motel units) and the usually shorter lengths of stay in congregate shelters. For some, congregate shelters served as an entry point to other alternative and motel shelters. Most motel shelters only accepted referrals from congregate shelters, so some people served by motel shelters were also served by congregate shelters in FY 2025.



Among alternative shelters the number served was reflective of program size. Larger numbers of individuals were served by the SRV and TASS programs (which range from 50-158 units). Villages and the Arbor Lodge alternative program (which range from 10-38 units) all served less than 100 people each.



Most congregate shelters served more people than most alternative and motel shelters, due to higher capacity (average of ~100 beds, not including BHRC programs) and relatively shorter lengths of stay compared to alternative and motel shelters (see later section).

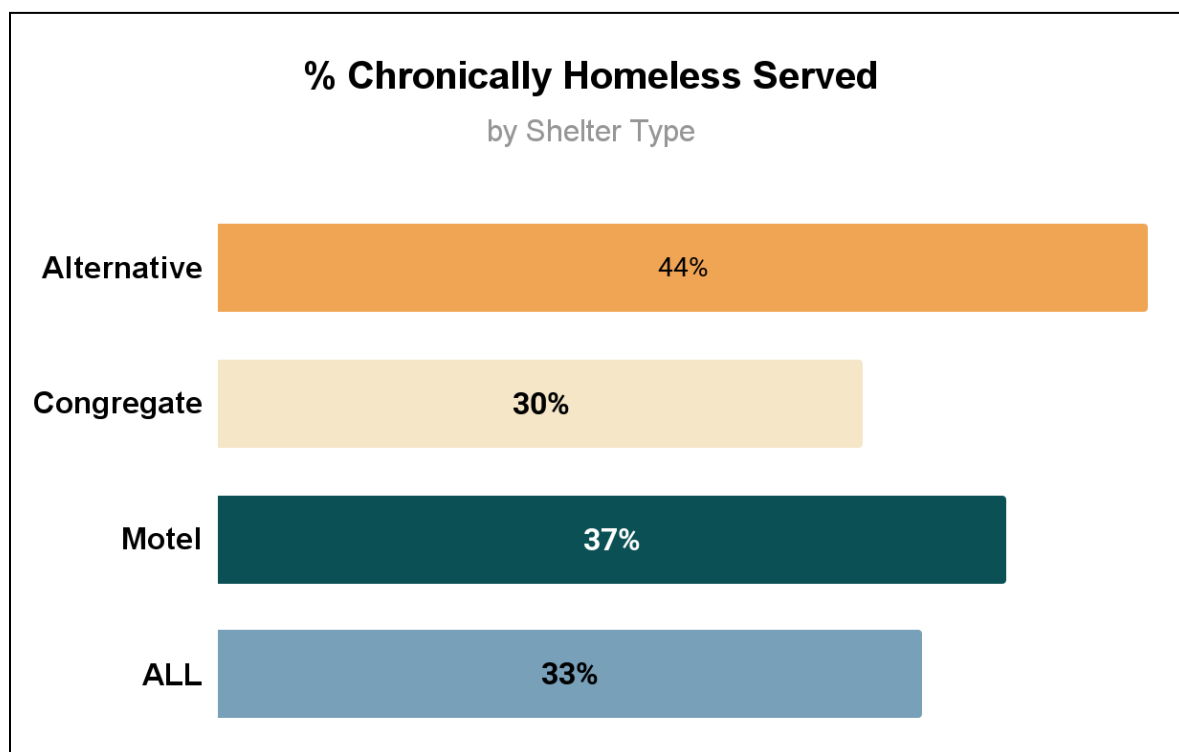


Motel shelters served the fewest number of people in total, but there were also fewer motel programs included than alternative or congregate programs. At the program level, no motel shelter was able to serve as many people as any congregate shelter (other than the BHRC Bridge Housing program, which is a smaller program than most congregate shelters). The total number of people served among motel shelters was lowest for the two behavioral health shelters and for Stark Street, which also serves a large number of high acuity participants. All three of these programs identified transferring participants to more appropriate care settings (categorized “institutional” exit destinations) as part of their housing strategy. The three programs with the greatest number of people served all had extensive housing placement services and access to additional housing placement programs (see later section).

Chronically Homeless Representation

What proportion of people served by shelter programs in FY 2025 were chronically homeless?

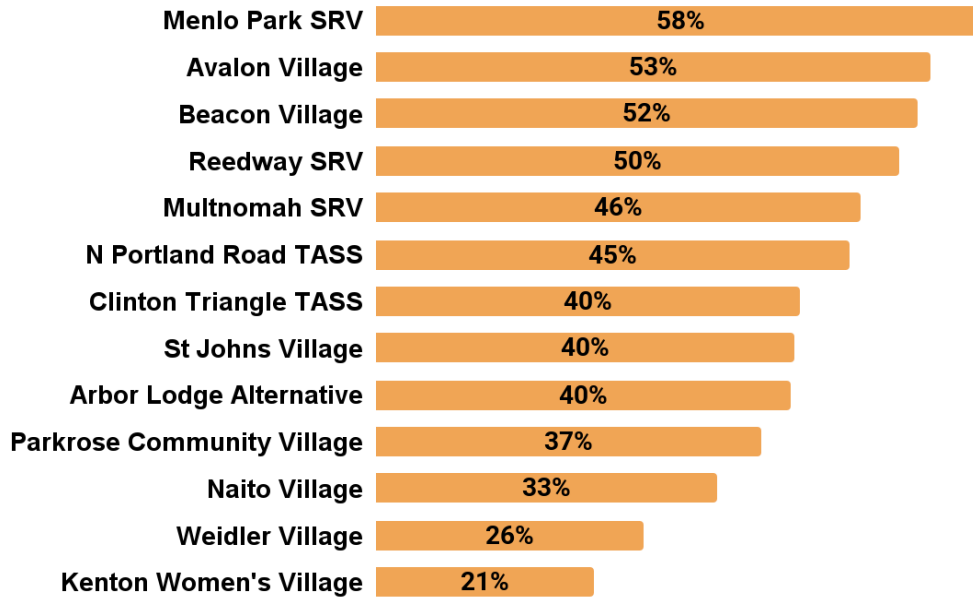
Chronic homelessness is a persistent, severe situation for individuals and families with disabilities, who face major barriers to obtaining stable housing, often involving living unsheltered for long periods of time. This section includes the proportion of individuals served by shelter programs (included in this review) that were chronically homeless in FY 2025. This is calculated by dividing the number of chronically homeless individuals served by the total number of individuals served. As defined by the Department of Housing and Urban Development³, people are considered chronically homeless if someone in their household is struggling with a serious mental illness, substance use disorder, or physical disability, and they live in impermanent and inhabitable places, and they have been unhoused for at least a year, or four episodes over the last three years.



Among all included programs, 33% of all individuals served in FY 2025 were chronically homeless. Alternative shelters served the highest proportion of chronically homeless individuals, and congregate shelters served the lowest proportion.

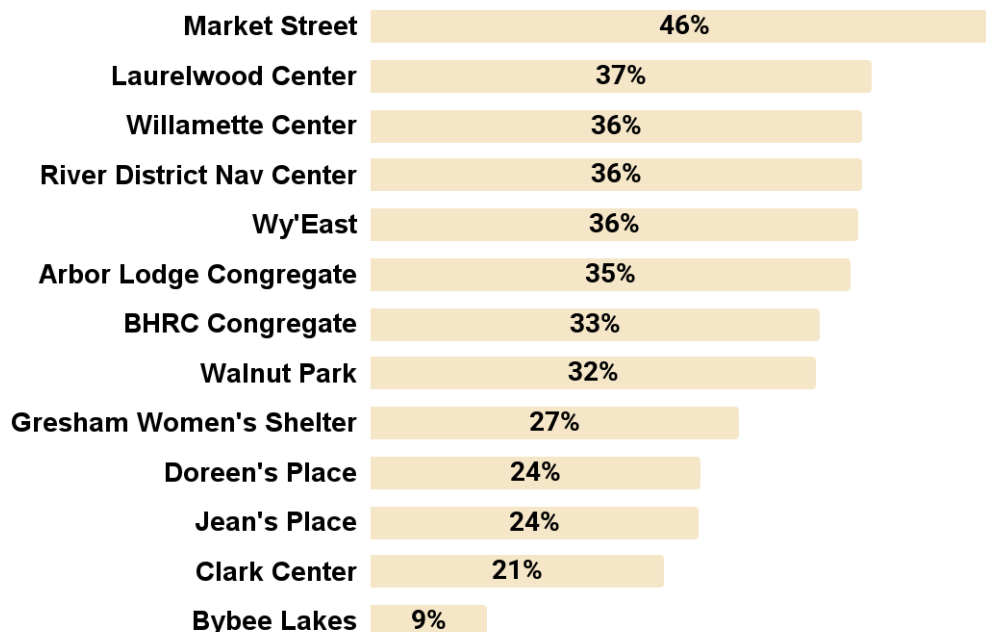
³ A detailed definition of chronic homelessness from HUD:
www.hudexchange.info/homelessness-assistance/coc-esg-virtual-binders/coc-esg-homeless-eligibility/definition-of-chronic-homelessness/

Alternative Shelter % Chronically Homeless Served

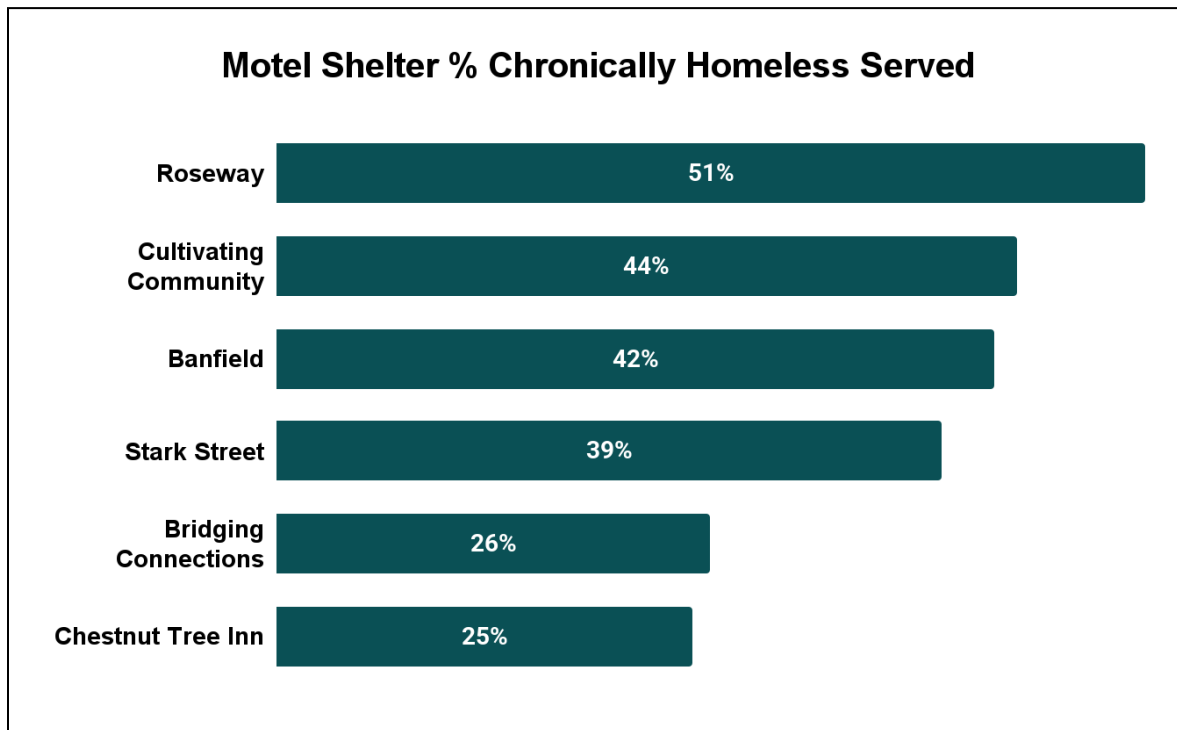


The proportion of individuals served who were chronically homeless ranged from 21% to 58% for alternative shelters. SRV and TASS programs aimed to provide accessible shelters for this high barrier population, and all five programs served chronically homeless people at a rate of 40% or greater in FY 2025.

Congregate Shelter % Chronically Homeless Served



The proportion of individuals served who were chronically homeless ranged from 9% to 46% for congregate shelters. Several of the congregate shelters with better exit to permanent housing outcomes (see later sections) served smaller portions of chronically homeless people.



The proportion of individuals served who were chronically homeless ranged from 25% to 51% for motel shelters. Chestnut Tree served the smallest portion of chronically homeless individuals and was the best performing motel shelter in FY 2025 (see later section).

Occupancy Rates

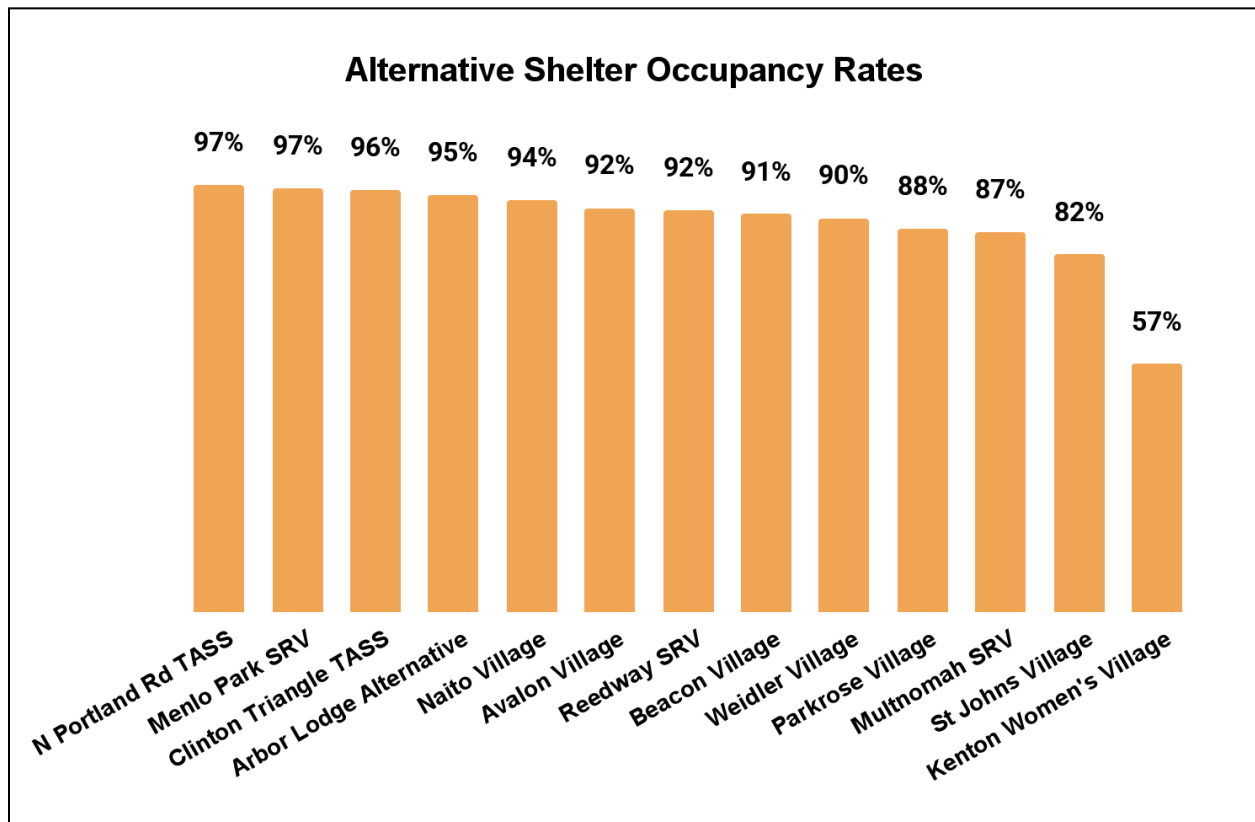
On average, what proportion of the available beds or units in a shelter program were occupied in FY 2025?

For this report, we calculated the *average occupancy rate* for each program by dividing the average daily number of individuals by the average number of beds/units for the year (i.e. maximum capacity). This ad hoc analysis was necessary because the occupancy methodology used and reported by HSD was limited in its ability to account for shelter units that allow double occupancy. Some alternative and motel shelters allow a limited amount of double occupancy in a shelter unit (i.e. a pod or motel room), so the actual maximum capacity of the program fluctuates based on the number of units being occupied by either one or two individuals. In these cases, the average occupancy rate in this review is expressed as a range, where the high end of the range is calculated using one person per unit for the maximum occupancy, and the low end is calculated using the maximum number of double occupancy units allowed during FY 2025. These ranges (and the occupancy rate for each program) are included in the Shelter Profiles appendix. In the following section, the median for those ranges were used to provide a single measure. N Portland Rd RV program and is not included in the following charts because of its unique model and short duration. The Roseway Motel and BHRC Bridge housing program are not included in the following charts because daily individual counts were not available for that program.

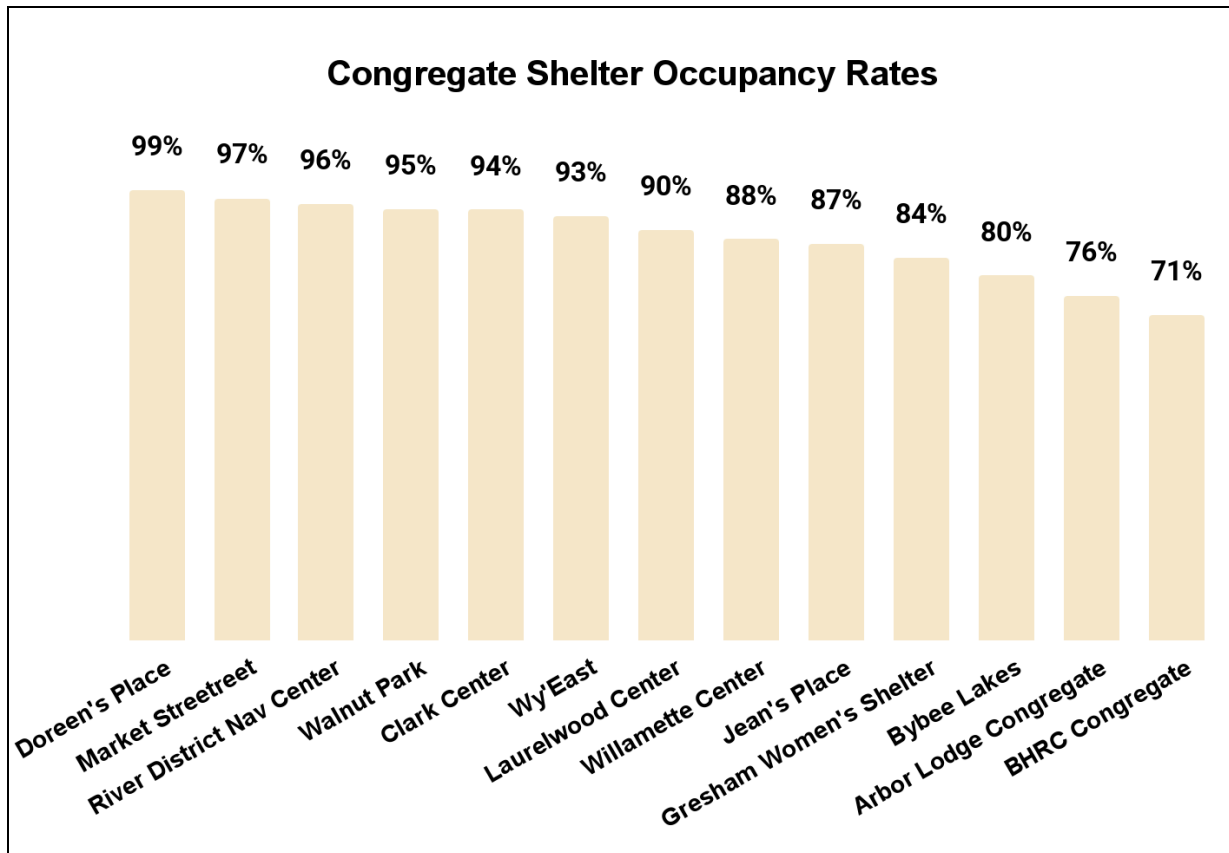
The estimated occupancy rates used in this report were calculated differently than current public reporting from the Homeless Services Department or Portland Solutions. We feel that the methodology described above is the best way to address the limitations of the current methodology, but we recognize it has limitations as well. HSD recently created a revised occupancy method for capturing occupancy data, which will allow for more accurate and reliable tracking of each individual shelter bed/unit on any given day. This new methodology will more accurately reflect actual shelter occupancy. We were not able to use this methodology in this report, because the analysis relies on historical data captured using the previous method. However, HSD is currently using this revised methodology for contract monitoring and hopes to implement this updated methodology on our public dashboard beginning in early 2026.

Average Occupancy by Shelter Type			
Alternative	Congregate	Motel	ALL
89%	88%	82%	88%

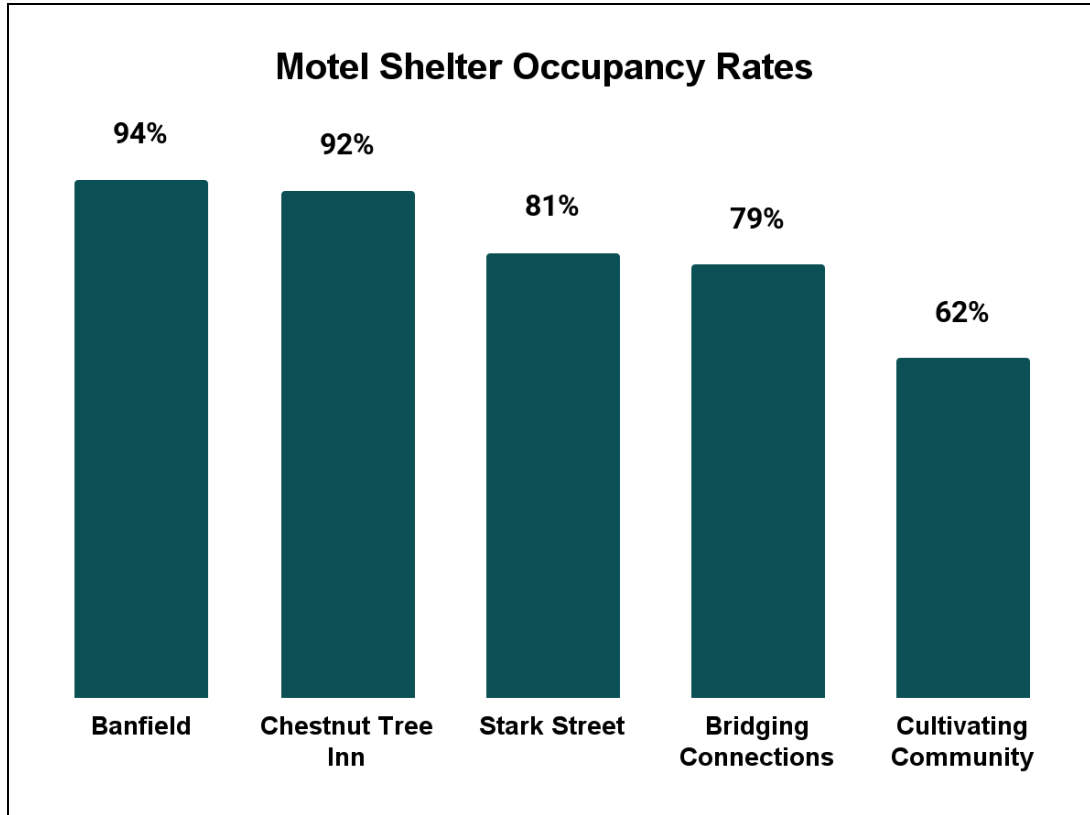
The calculated average occupancy rate for all programs included in this review was 88%, with limited variation by shelter type. Motels had a lower occupancy rate on average, but the two programs with the lowest rates (see below) are behavioral health-related motel shelters, which generally serve higher acuity individuals, through more specific referral pathways.



Occupancy rates at alternative shelters ranged from 57% to 97%. Kenton Women's Village's relatively lower rate was linked to staffing shortages at the beginning of FY 2025 that prevented the program from operating at full capacity. However, at the end of FY 2025 this program was still below 80% occupancy. St John's Village also had a lower occupancy rate among alternative shelters, only exceeding average occupancy of 90% for one month out of the year. In FY 2025 Avalon Village was operational for nine months; N Portland Rd TASS and Arbor Lodge were operational for eight months. Occupancy rates are often lower when a shelter first opens.



Occupancy rates at congregate shelters ranged from 71% - 99%. Arbor Lodge's lower occupancy may be partially related to the fact that it opened in October of 2025, and took time to reach regular occupancy. Additionally, Bybee Lakes added shelter beds during FY 2025, which would also lead to lulls in monthly occupancy rates. The BHRC congregate shelter has 30-day stay limits, which results in higher turnover, and therefore lower average occupancy. In FY 2025 Willamette Center was operational for nine months (due to a maintenance-related closure) and Arbor Lodge was operational for eight months. Occupancy rates are often lower when a shelter first opens (or reopens).



Occupancy rates at motel shelters ranged from 62% - 94%. The two programs with the lowest occupancy rates (which bring the overall average down) are the behavioral health-related motel shelters. These programs serve a variety of targeted populations and may aim to keep some units available by design. Stark Street has also indicated that they served more patients with relatively high acuity, a number of whom are transitioned into care homes to better meet their needs. Roseway is not included in this section due to missing occupancy data.

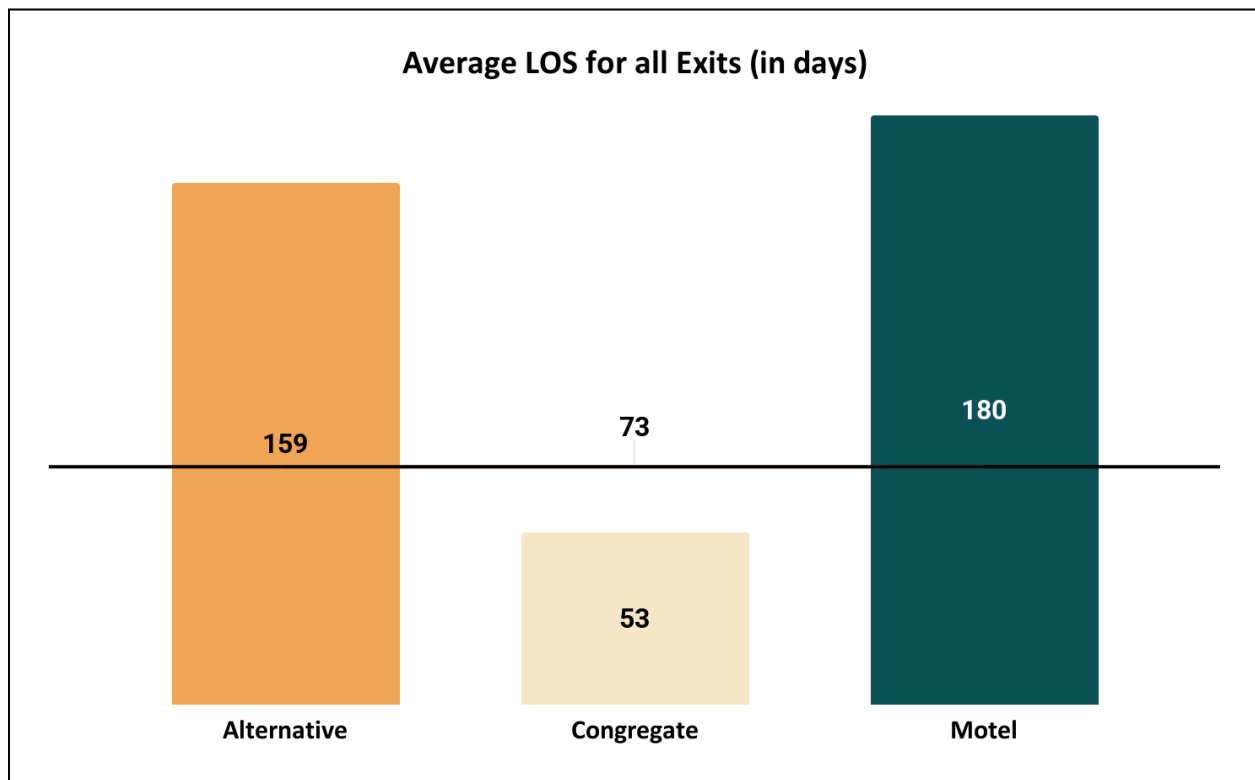
Length of Stay

The Homeless Services Department regularly calculates and reviews average length of stay (LOS) for people who exit shelter programs (referred to elsewhere as leavers) to all exit destination types. In this report, we review the average length of stay for all exit destinations, as well as the average length of stay for those who reported exiting to permanent housing (PH).

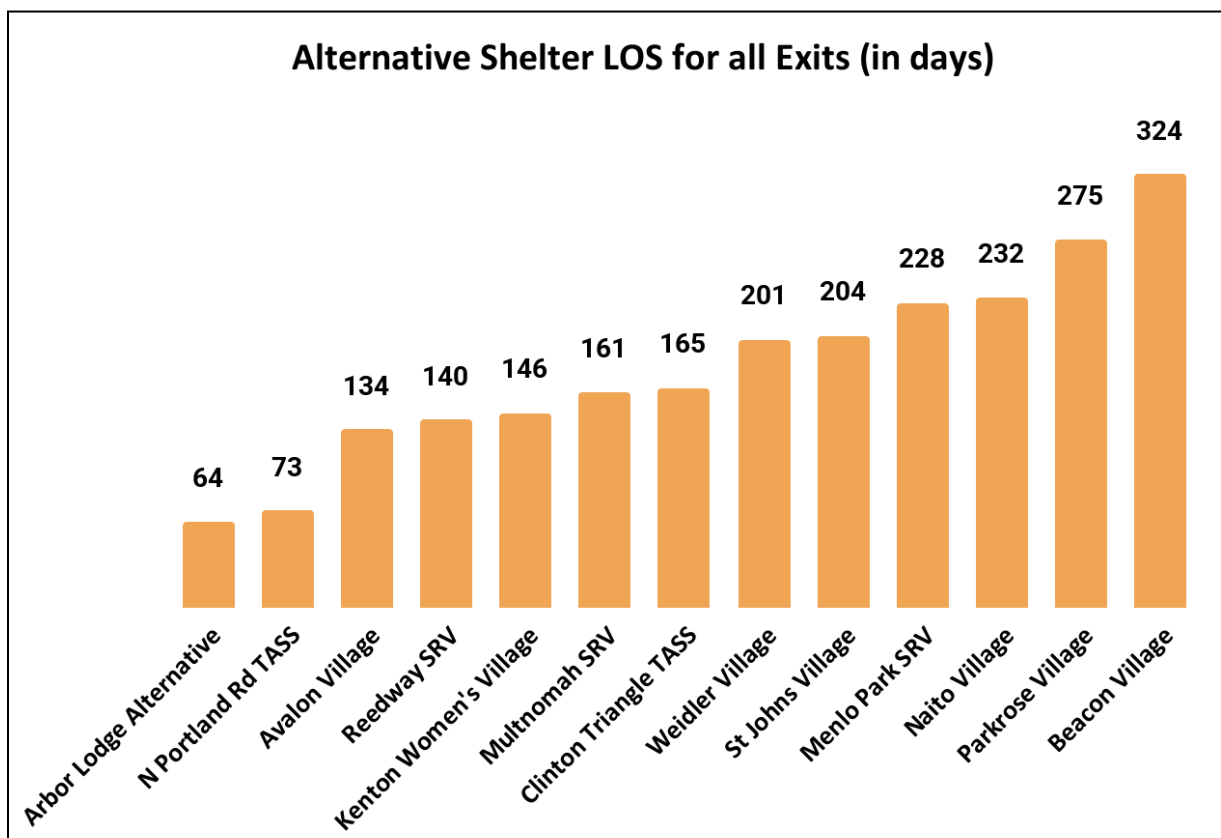
Length of stay for all exit destinations

What was the average length of stay for individuals who exited shelters?

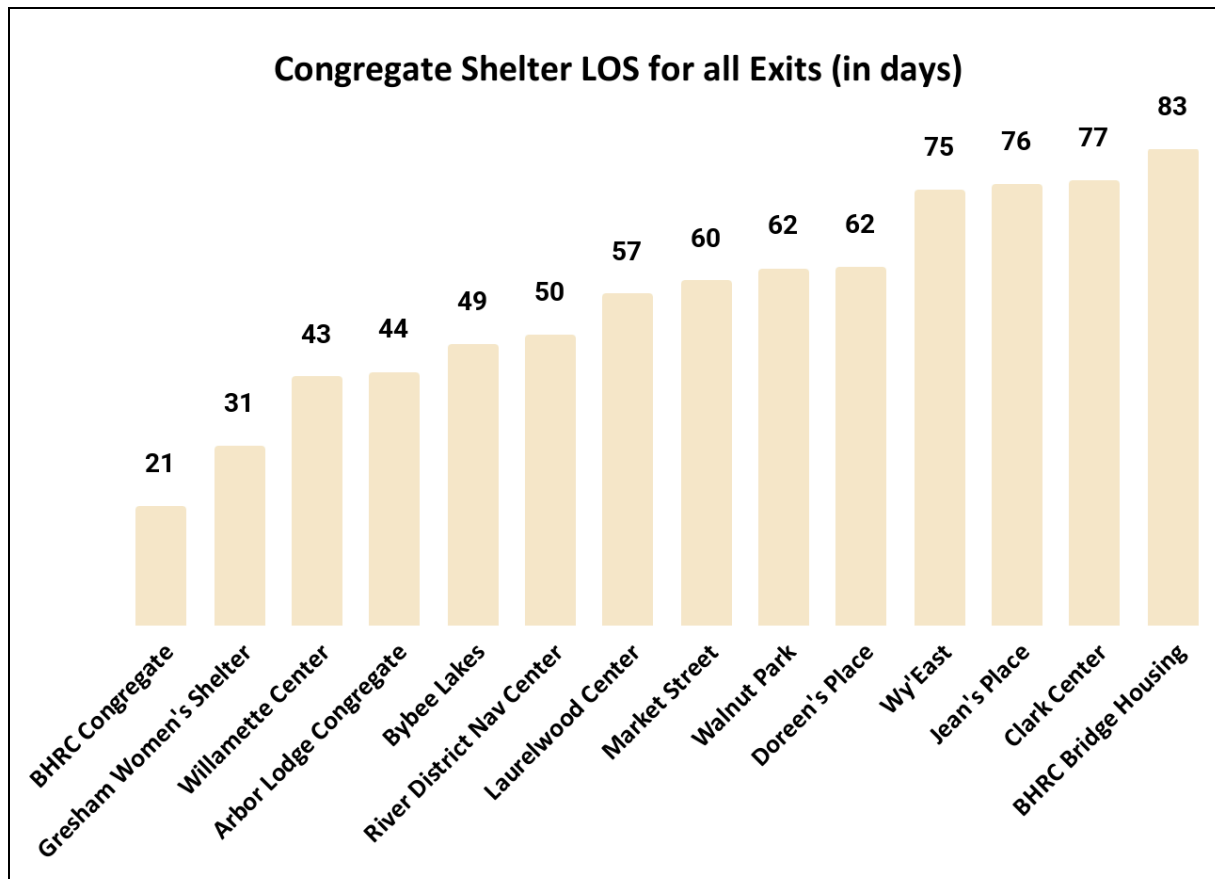
For this calculation, we added the length of stay for all individuals who exited a shelter program (to any destination type) in FY 2025, and then divided that amount by the total number of individuals to obtain the *average length of stay for all those who exited a shelter program*. This does not include individuals who remained in the shelter at the end of the fiscal year, so it is not reflective of the length of stay for all shelter participants. The length of stay data for individuals who remain in shelter (referred to elsewhere as stayers) is less reliable (due to data entry errors), so it is not included in this analysis. N Portland Rd RV program is not included in the following charts due to its unique model. This program had an average LOS of 73 days for all exits in FY 2025.



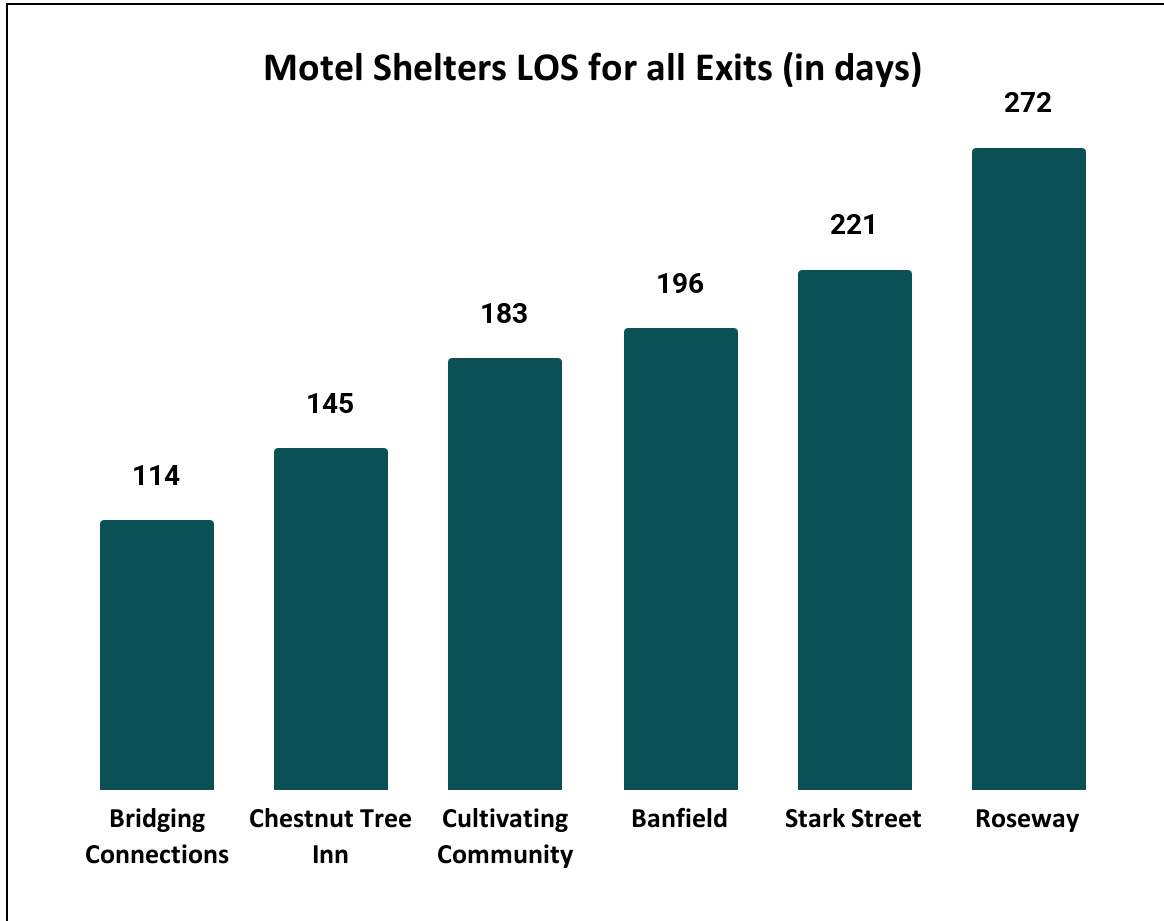
The average length of stay for all exits from shelter ranged from 21 to 324 days. Motel and alternative shelters had much higher average lengths of stay than congregate shelters. The average length of stay for all shelter exits at motel shelters was approximately six months, which was more than three times that of congregate shelters. The low average for congregate shelters (73 days for all exits included in this review) was brought down by the greater number of individuals served by congregate shelters.



The average length of stay for all exits from alternative shelters ranged from 64 days to 324 days. Only two alternative shelters had averages lower than the highest congregate shelter's average (see below). These programs (and Avalon Village) opened during the fiscal year, and would not have had as much time for participants to accumulate longer stays. Five out of six alternative shelters with the highest average length of stay were villages, which all had an average of more than six months.



The average length of stay for all exits from congregate shelters ranged from 21 to 83, and did not exceed 90 days at any congregate shelter included in this review. The BHRC congregate shelter generally limits stays to 30 days, which is reflected in the program's average length of stay.



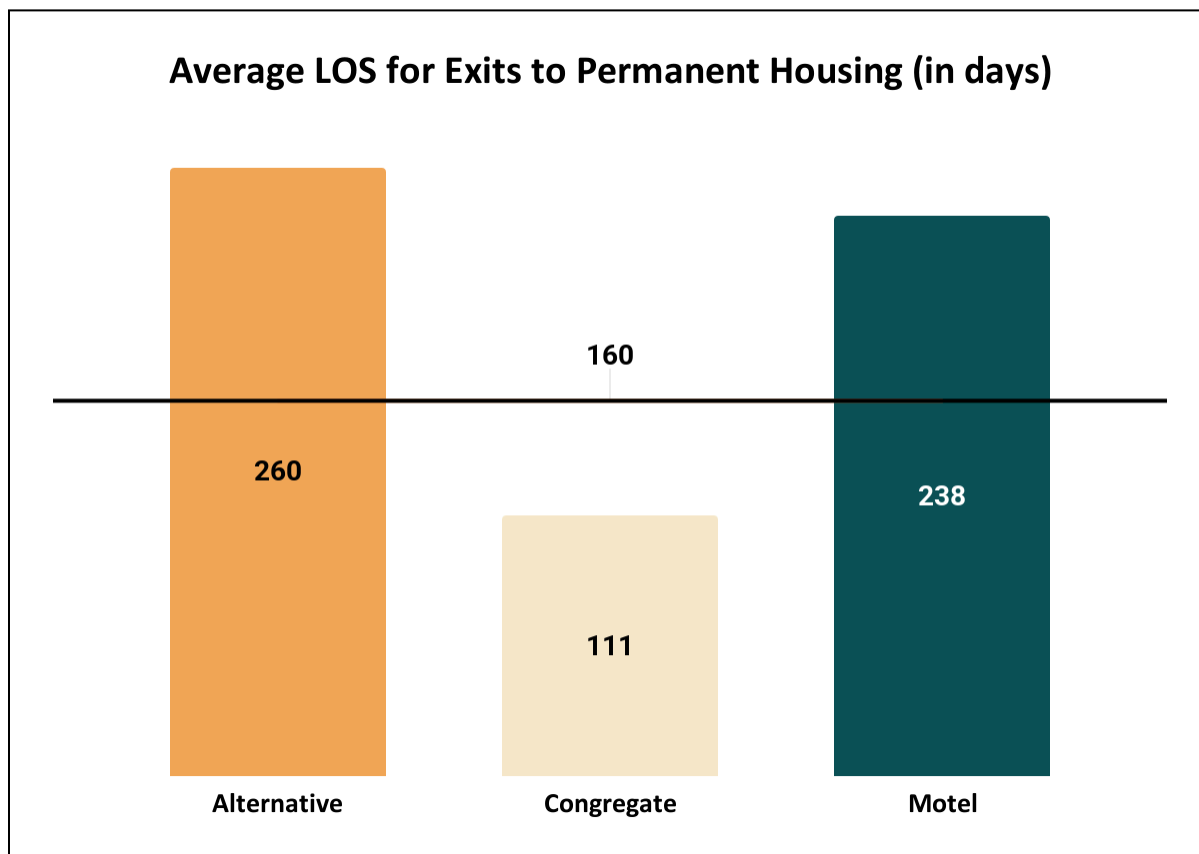
The average length of stay for all exits from motel shelters ranged from 114 to 272 days. All motel shelters included in this review had higher average lengths of stay for all exits than the highest average among all congregate shelters.

Length of Stay for exits to permanent housing

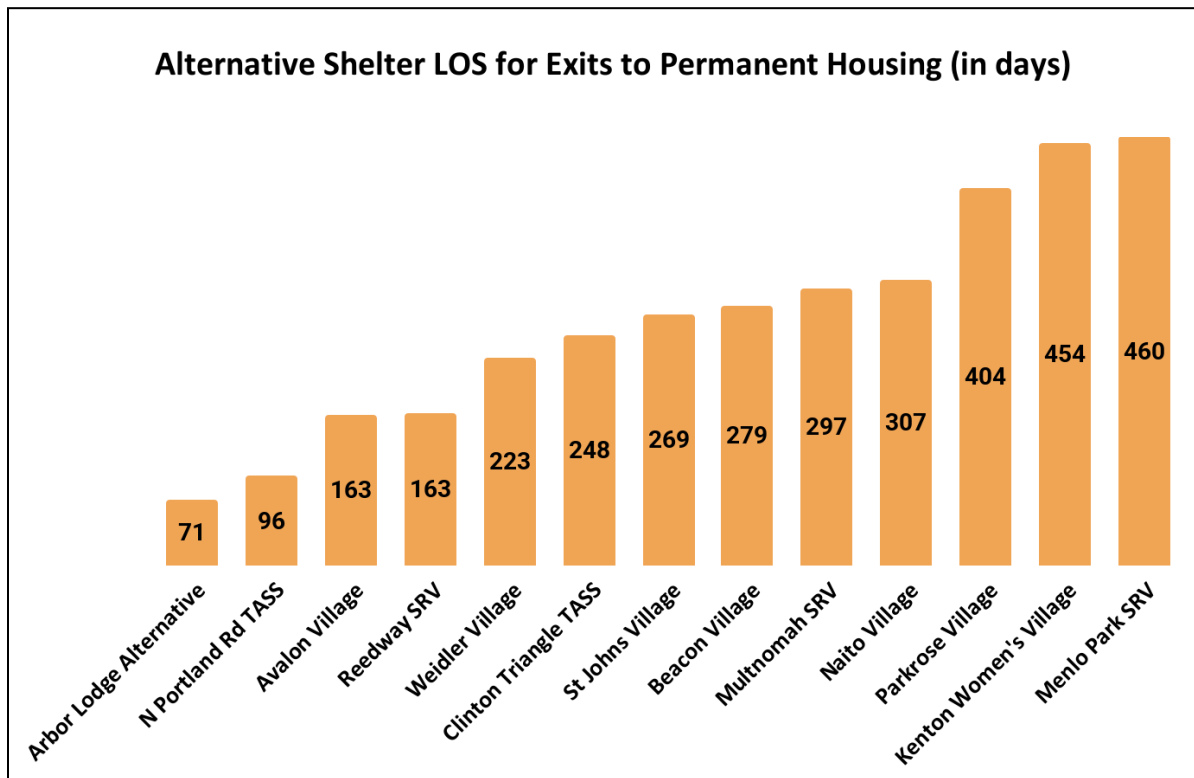
What was the average length of stay for individuals who exited shelters to permanent housing?

For this calculation, we added the length of stay for all individuals who exited shelter to permanent housing, and then divided that amount by the total number of individuals to obtain the *average length of stay for all individuals who exited shelter to permanent housing*. This is a more accurate way to measure and understand how long individuals usually stay in shelter programs before exiting specifically to permanent housing. N Portland Rd RV program is not included in the following charts due to its unique model. This program had an average LOS of 120 days for those exiting to permanent housing in FY 2025.

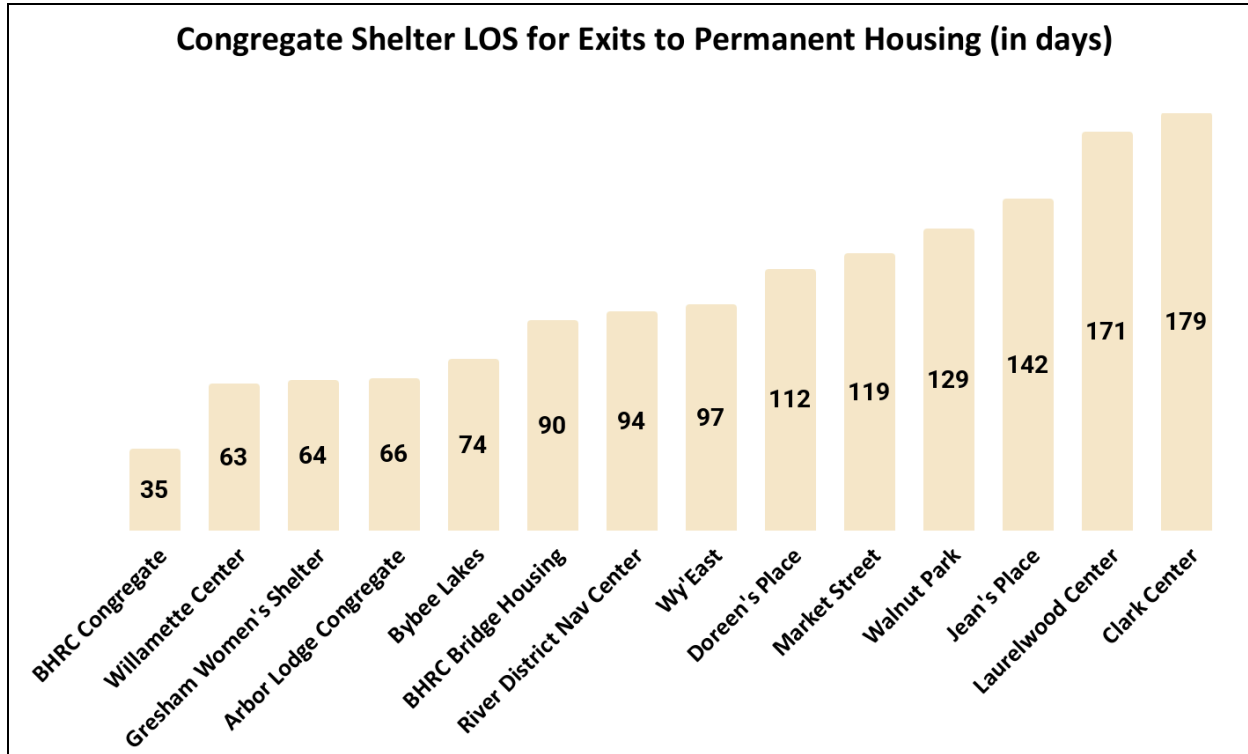
Importantly, length of stay for those who exited to permanent housing was longer than the combined length of stay for all shelter exit destinations. All but one of the included programs had longer average lengths of stay for those who exited to permanent housing than all exits combined. On average, it took individuals more than twice as long to exit from shelter to permanent housing (160 days) compared to exits to all destinations (73 days).



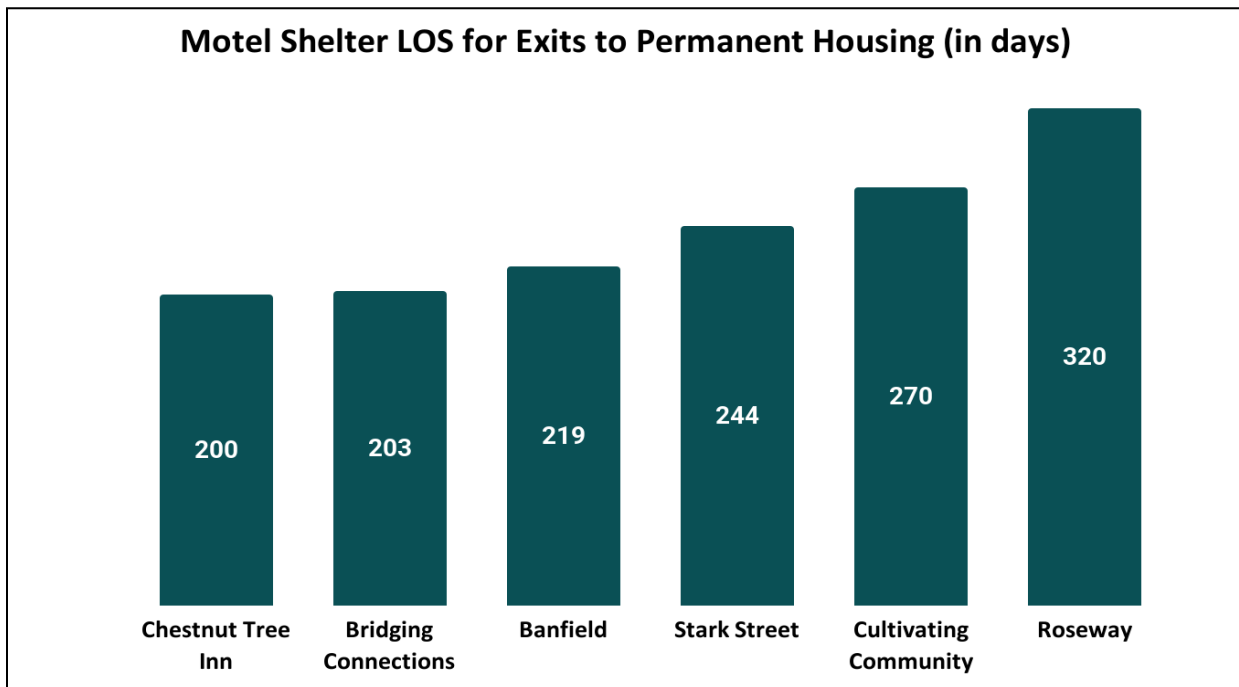
The average length of stay for exits to permanent housing ranged from 35 to 460 days, and higher averages were more common among alternative and motel shelters. Among all exits to permanent housing, alternative shelters had the highest average length of stay, rather than motel shelters in the previous section. Motel shelters' shorter average lengths of stay for exits to permanent housing may be related to the greater amount of additional housing placement funding provided to these shelter types (see later section), compared to many of the alternative shelter programs.



The average length of stay for exits to permanent housing from alternative shelters ranged from 71 days to 460 days. Again, the three alternative shelters with the shortest average lengths of stay for exits to permanent housing were all shelters that opened during the fiscal year, and would not have had as much time for participants to accumulate longer lengths of stay. On the opposite end of the spectrum, the three alternative shelters with the longest average lengths of stay for exits to permanent housing all had averages over one year.



The average length of stay for exits to permanent housing from congregate shelters ranged from 35 days to 179 days.



The average length of stay for exits to permanent housing from motel shelters ranged from 200 days to 320 days.

Exits to Permanent Housing

The Homeless Services Department calculates exits to permanent housing from shelter using the exit destination type that participants report when leaving a shelter program. This is entered into HMIS by shelter providers when a participant leaves a program. Exit destinations that are categorized as permanent housing include rental units, public housing, or homeownership. These exits are often referred to as “successful” exits, and usually indicate effective transitions from homelessness to stable housing. Other exit destination types include temporary housing, institutional destinations, homelessness, deceased and “other.” A more detailed explanation of these exit destinations can be found in the Shelter Profiles appendix of this report.

When a participant leaves a shelter program without providing exit destination information, it is reported as “data not collected” or “no exit interview performed.” Participants may also report that they do not know or prefer not to answer. In all of these cases, the exit living situation is categorized as “unreported.” There is a large subset of these types of exits, accounting for 51% of the 5,856 exits from shelters included in this review. Additional considerations around this data can be found in the Data Sources and Methodology section.

Exits to permanent housing are considered one of the key indicators of shelter program performance, and it is important to note that one of the major contributors to successful program performance is access to housing placement funds. While some portion of these housing funds are incorporated into the program cost for some shelter programs, additional housing placement funding was accessed through Inreach and Housing Placement Out of Shelter programs (see later section). Not all shelter programs had the same level of access to these programs and their associated funding streams, and this inevitably had an impact on the performance of certain programs.

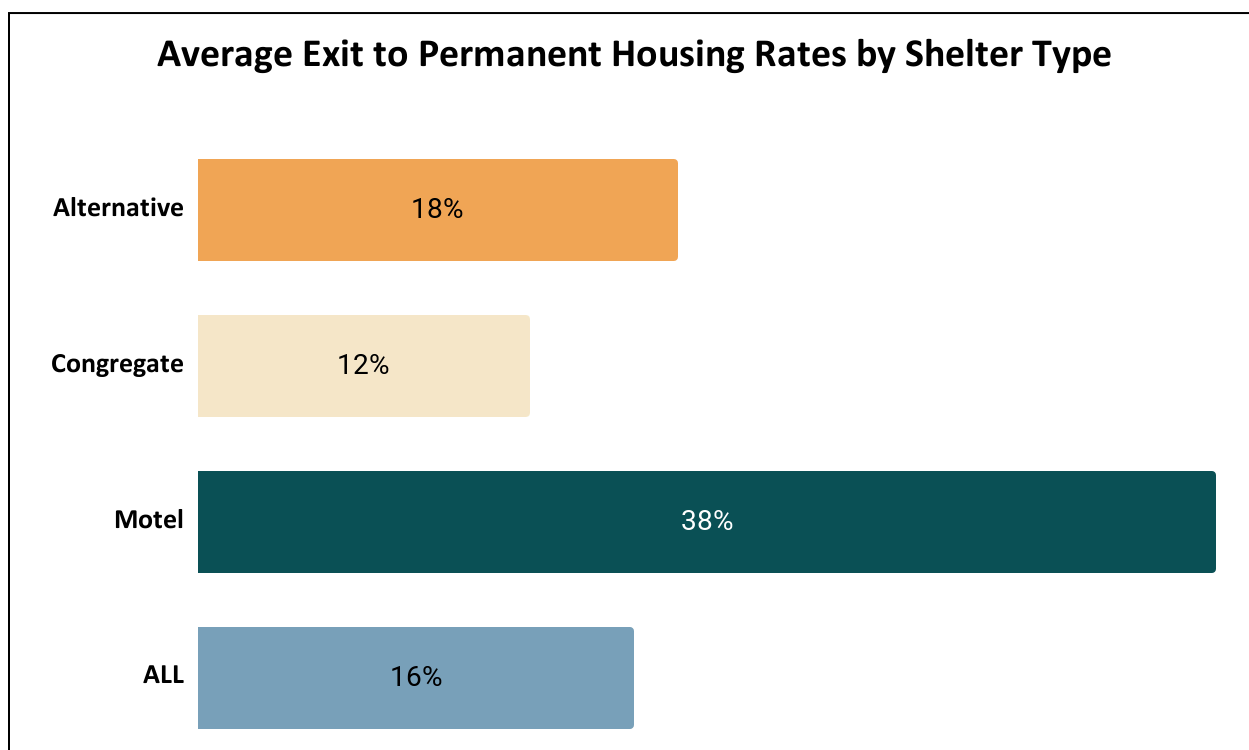
Exit to Permanent Housing Rates

What proportion of individuals who exited a shelter program in FY 2025, reported exiting to permanent housing?

For this metric, we divide the number of individuals who exited to permanent housing by the total number of individuals who exited to any destination (each individual is counted once per destination type) to calculate the *exit to permanent housing rate*. This metric is used by the Department of Housing and Urban Development, and is commonly used for comparing shelter outcomes. This is also the metric used to set performance goals in HSD contracts with program operators. N Portland Rd RV program is not included in the

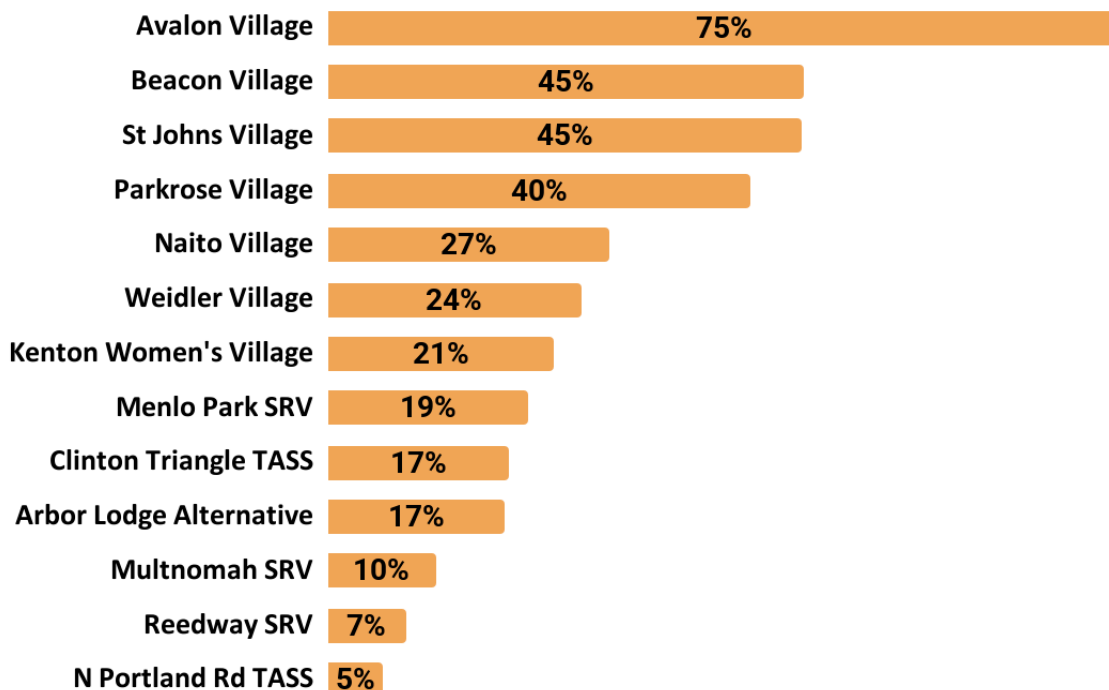
following charts due to its unique model. This program had a 25% exit to permanent housing rate in FY 2025.

Exit to permanent housing rates are comparable across different lengths of time (some programs were not open for the entire year) and among programs of different sizes. However, there are also some limitations of tracking exits to permanent housing as a proportion of total exits. The rate of exits to permanent housing is impacted by changes in other exit destination types (i.e. the rate can change without the actual number of people being housed changing). These rates can also be volatile at program opening and closing. Additionally, this metric masks the actual number of people being housed, which makes it a difficult way to measure changes and differences at the program and system level. For example, one program can have a high exit to permanent housing rate from only four total exits to permanent housing if they don't exit a large number of people across all destinations, while another program can have a low rate from 50 total exits to permanent housing if they are serving (and exiting) an even larger number of people overall. Additionally, programs with extremely long average lengths of stay may also still have high exit to permanent housing rates.



For all programs included in this review, the average rate of exits to permanent housing was 16%. Motel shelters had much higher average exit to permanent housing rates than congregated or alternative shelters.

Alternative Shelter Exits to Permanent Housing Rates

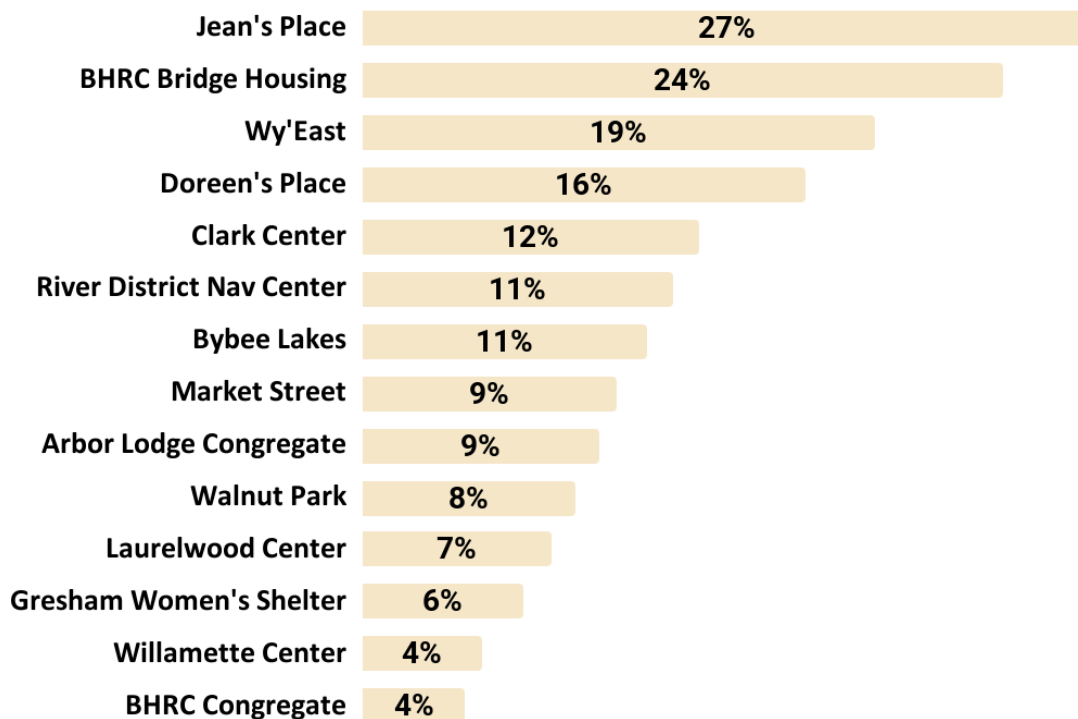


Exit to permanent housing rates for alternative shelters ranged from 5% to 75%. Programs with lower capacity (mostly “villages”) had higher exit to permanent housing rates, while the larger programs (such as TASS and SRVs) had lower exit to permanent housing rates. Arbor Lodge and N Portland Rd both opened during the fiscal year, and shelters often have lower exits to permanent housing during the early stages of operation and ramp up.

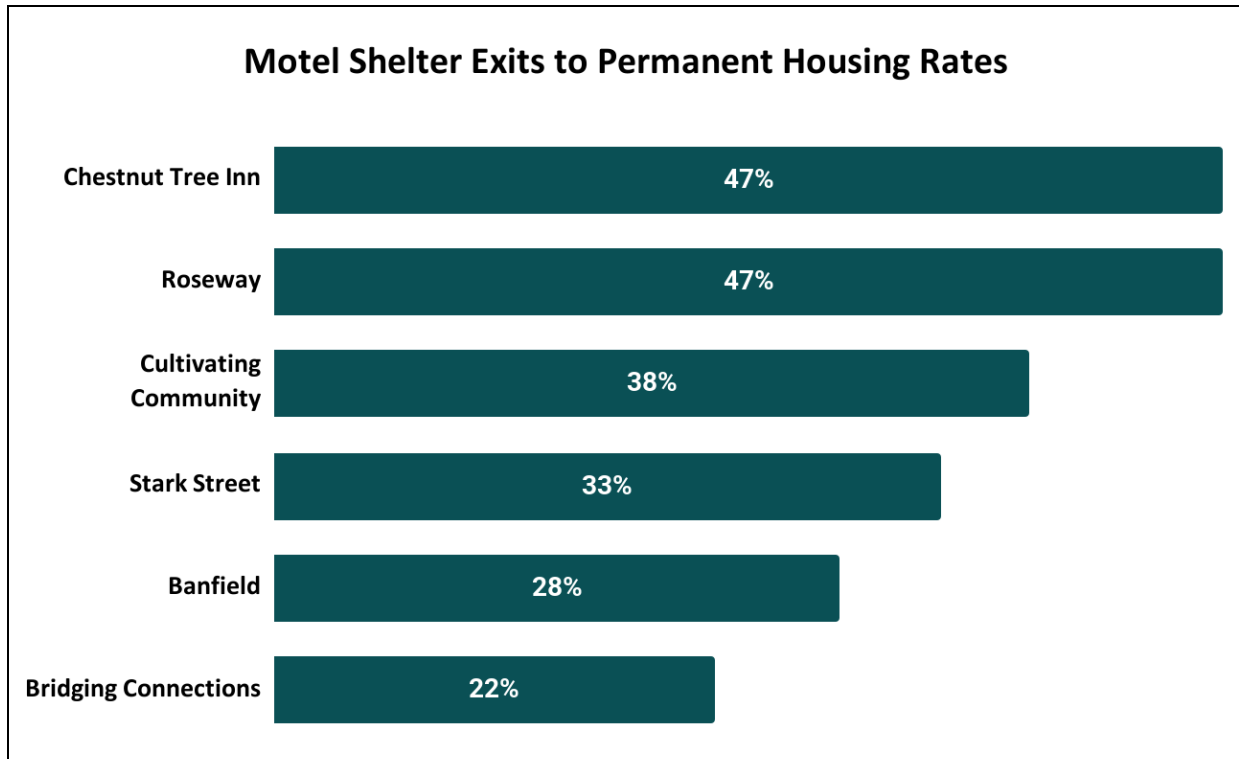
Avalon Village (which also opened during the fiscal year) appears to be performing well by this metric; however, the high rate of exits to permanent housing was at least partially associated with a low amount of shelter turnover more generally. A total of eight people exited this shelter in FY 2025, and six of those went into permanent housing.

As mentioned above, additional housing placement funding that was provided through Inreach and Housing Placement Out of Shelter programs had an impact on exits from shelter to permanent housing. With a couple exceptions, Villages, SRV and TASS shelter programs had little to no access to these programs.

Congregate Shelter Exits to Permanent Housing Rates



Exit to permanent housing rates for congregate shelters ranged from 4% to 27%. The BHRC congregate shelter had the lowest exit rates; however, this program exited a large number of people to their bridge housing program (counted as exits to temporary housing) and to institutional settings (primarily substance abuse treatment facilities or detox centers). It is also noteworthy that three out of the five shelters with the highest exit to permanent housing rates required abstinence from drugs and alcohol and served targeted populations.



Exit to permanent housing rates for motel shelters ranged from 22% to 47%. Cultivating Community and Bridging Connections are both behavioral health shelters, and Stark Street also serves a high number of high acuity participants, who are often transitioned into care homes. Those exits would not be accounted for here or reflected as a positive outcome, but they are usually still considered to be a positive outcome by providers.

The following table identifies the programs with the ten lowest and ten highest exit to permanent housing rates, across all programs included in this review.

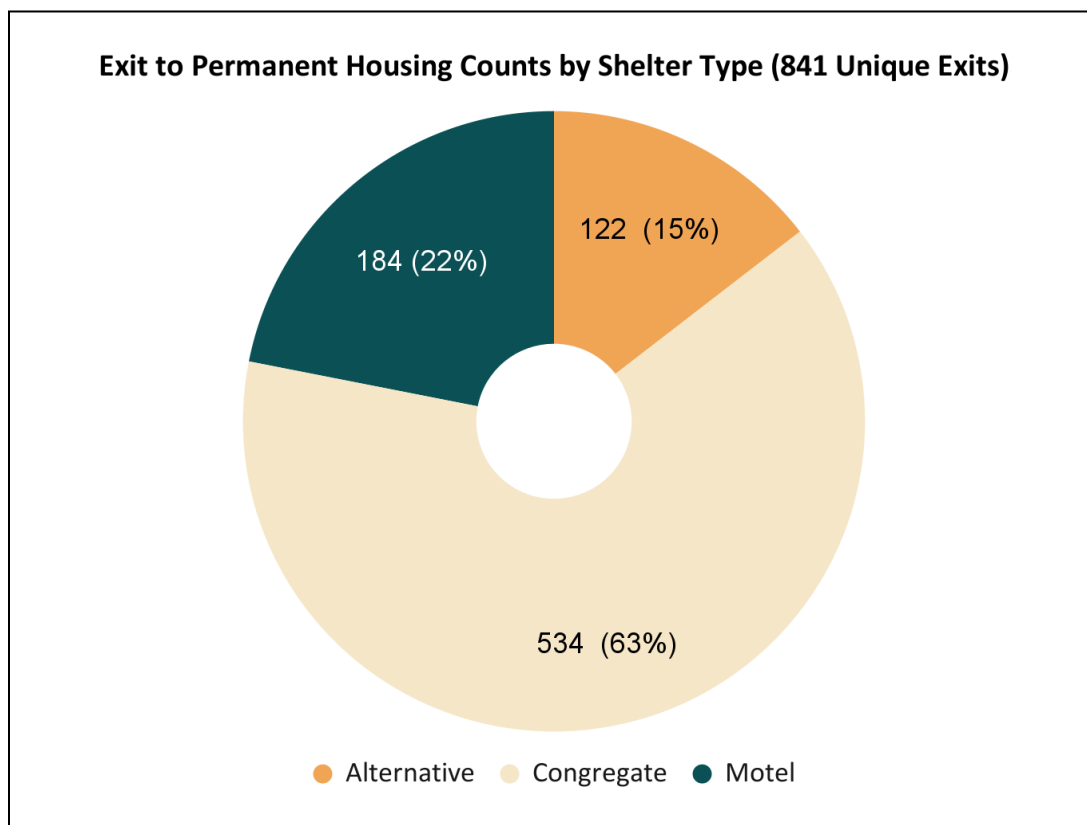
Ten Highest and Lowest Exit to Permanent Housing Rates			
Highest		Lowest	
Avalon Village	75%	Multnomah SRV	10%
Chestnut Tree Inn	47%	Market Street	9%
Roseway	47%	Arbor Lodge Congregate	9%
Beacon Village	45%	Walnut Park	8%
St Johns Village	45%	Reedway SRV	7%
Parkrose Village	40%	Laurelwood Center	7%
Cultivating Community	38%	Gresham Women's Shelter	6%
Stark Street	33%	N Portland Rd TASS	5%
Banfield	28%	Willamette Center	4%
Naito Village/Jean's Place	27%	BHRC Congregate	4%

Exit to Permanent Housing Counts

How many individuals reported exiting to permanent housing from shelter in FY 2025?

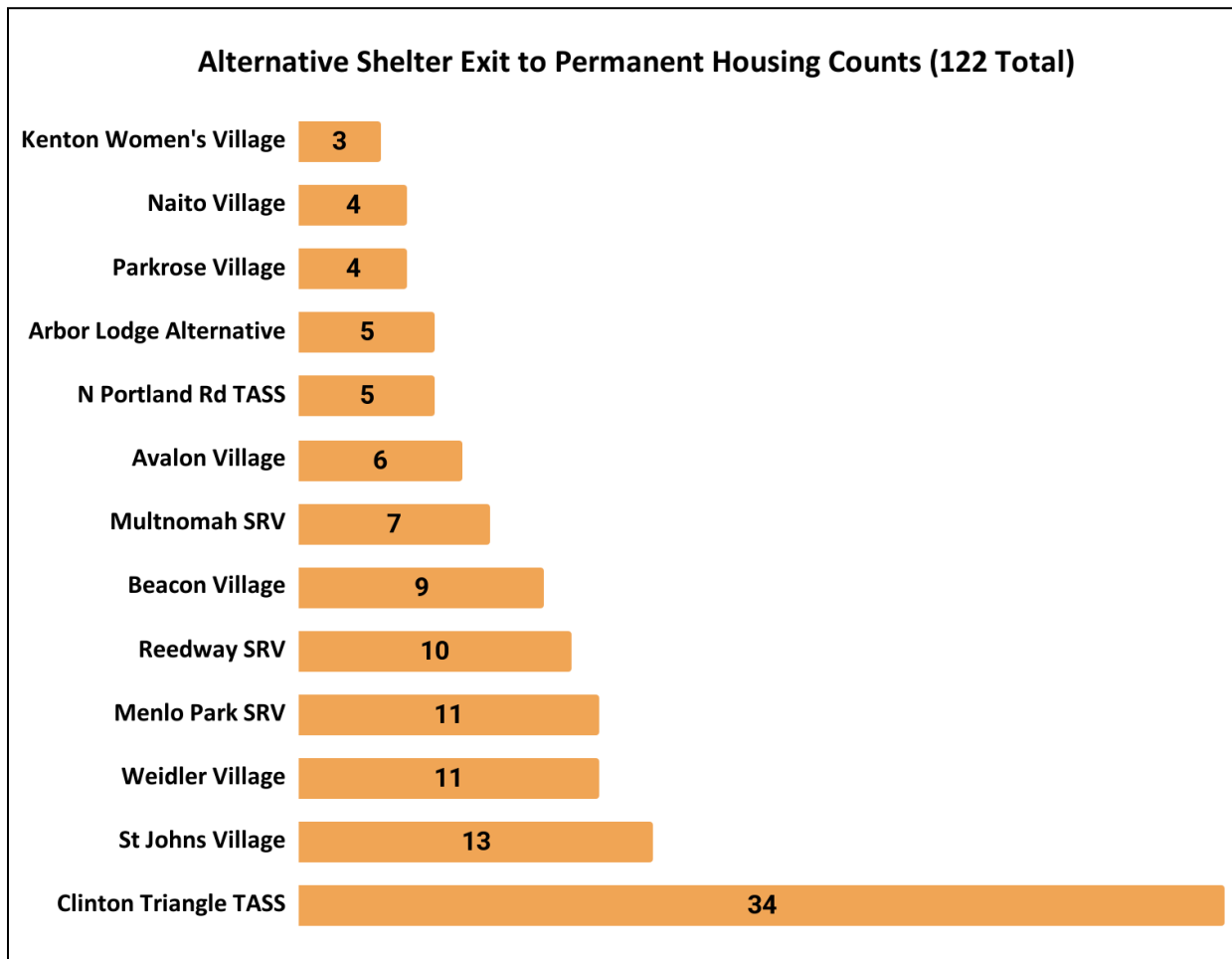
This is the total *number of individuals who exited to permanent housing* from a shelter program in FY 2025. N Portland Rd RV program is not included in the following charts due to its unique model. This program had five exits to permanent housing in FY 2025.

Measuring the actual number of people that reported exiting to permanent housing, rather than calculating an exit to permanent housing rate, allows for a greater understanding of the actual impact programs have (i.e. how many people they helped house, or how much they were able to contribute to overall reductions in homelessness). However, there is a wide range of bed/unit counts across programs and not all programs were operational for the entire fiscal year, so this is not the most appropriate measure for comparing different programs.

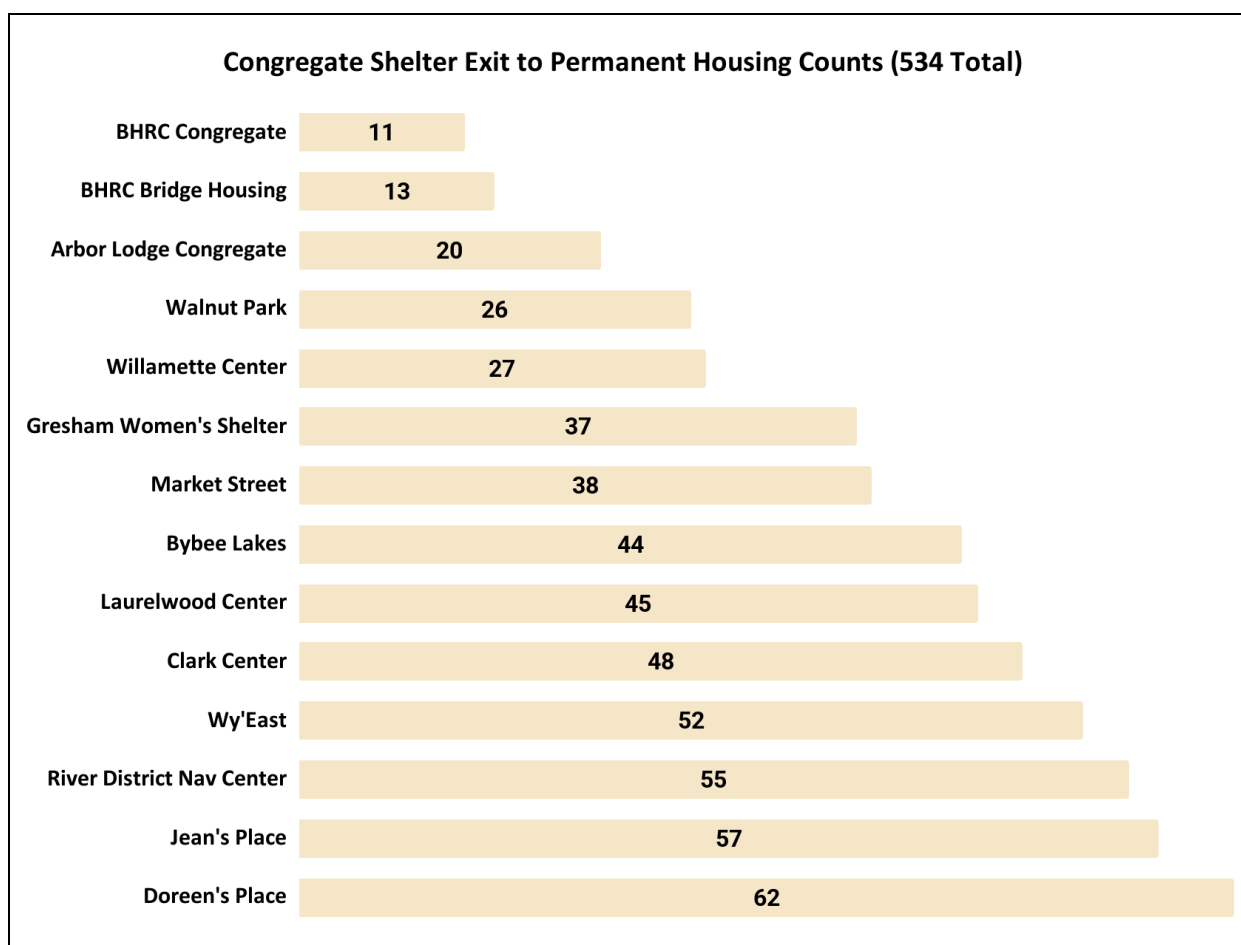


In the chart above we can see that congregated shelters had the highest number of participants report exiting to permanent housing, despite having the lowest average exit to permanent housing rate (12%) in the previous section. Congregate shelters were responsible for over half of all of the exits to permanent housing included in this

analysis, while alternative shelters only accounted for 15%. Despite having the highest average exit to permanent housing rate, motel shelters exited about one third as many people to permanent housing as congregate shelters did in FY 2025.



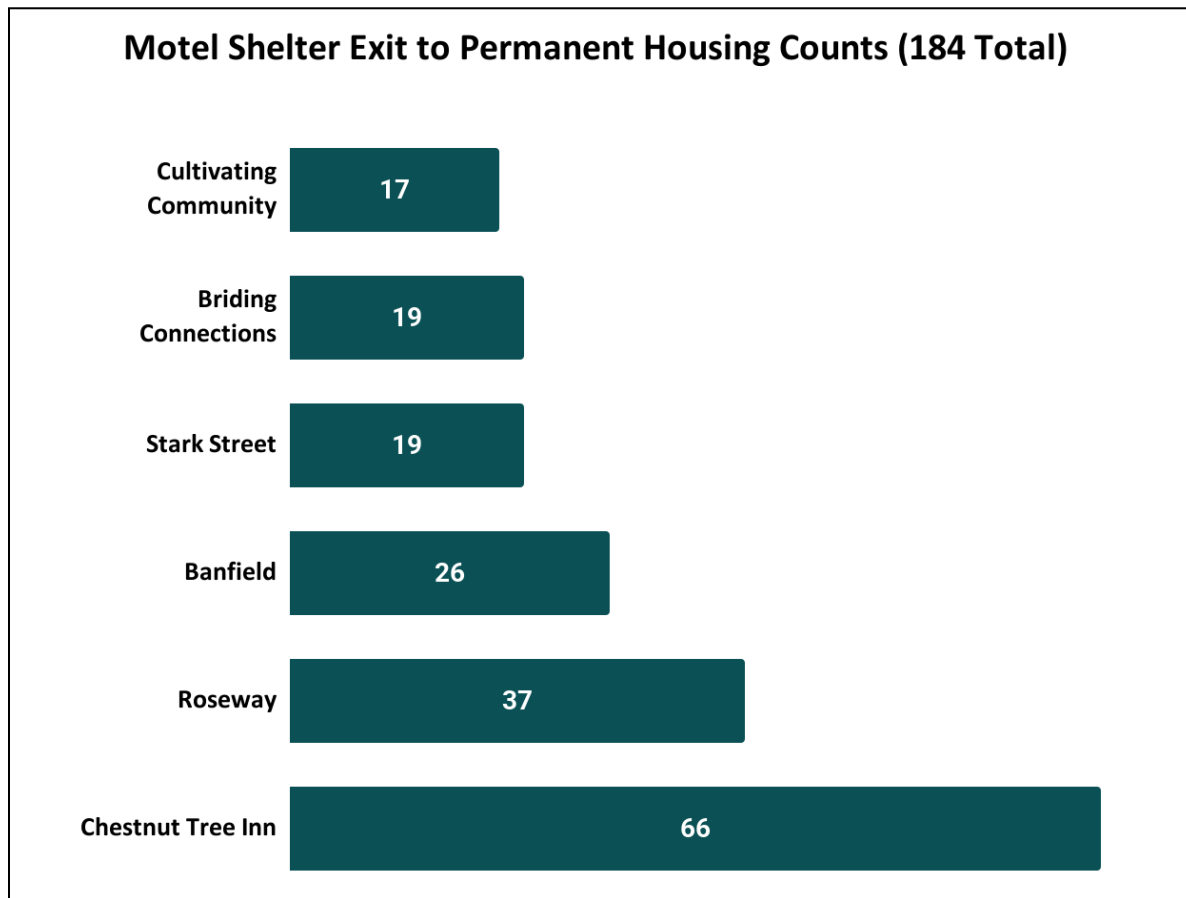
Similarly, among alternative shelters, some of the programs with lower than average exit to permanent housing rates actually exited a greater number of individuals into permanent housing (such as Clinton Triangle and Reedway SRV).



Congregate shelters accounted for a large portion of the total individuals that reported exiting to permanent housing. The top nine congregated shelters each had more individuals report exiting to permanent housing than any single alternative shelter or many of the motel shelters included in this review. It is important to note that several congregated shelters also utilize indirect pathways to housing, in addition to exiting participants directly to permanent housing. These indirect pathways involve transferring participants from a congregated shelter to an alternative or motel shelter, and these are often considered “successful” shelter exits by the program, despite not being captured as exits to permanent housing. This underscores the vital role some congregated shelters play moving people to permanent housing, beyond the large number of individuals that exit to permanent housing from those shelters.

While the BHRC programs had the two lowest number of individuals who reported exiting to permanent housing, they had a higher number of exits to temporary housing and institutional destinations than most other congregated shelters. Their strategy (for both programs) included placing some individuals in settings of appropriate care rather than permanent housing. Despite being considered “successful” exits by those

programs, those exits are not captured as exits to permanent housing. More detail on these programs' exit types can be found in the shelter profiles at the end of this report.



Among all shelter types, the Chestnut Tree Inn had the largest number of individuals report exiting to permanent housing. Chestnut Tree Inn is one of several motel shelters that accepts referrals internally for clients who are a good fit for the program and committed to working on housing goals. This program was the most expensive per bed/unit and also received a considerable amount of supplemental housing funds, which had a large impact on their performance. More information on this type of funding can be found in the Additional Housing Placement Funding section of this report.

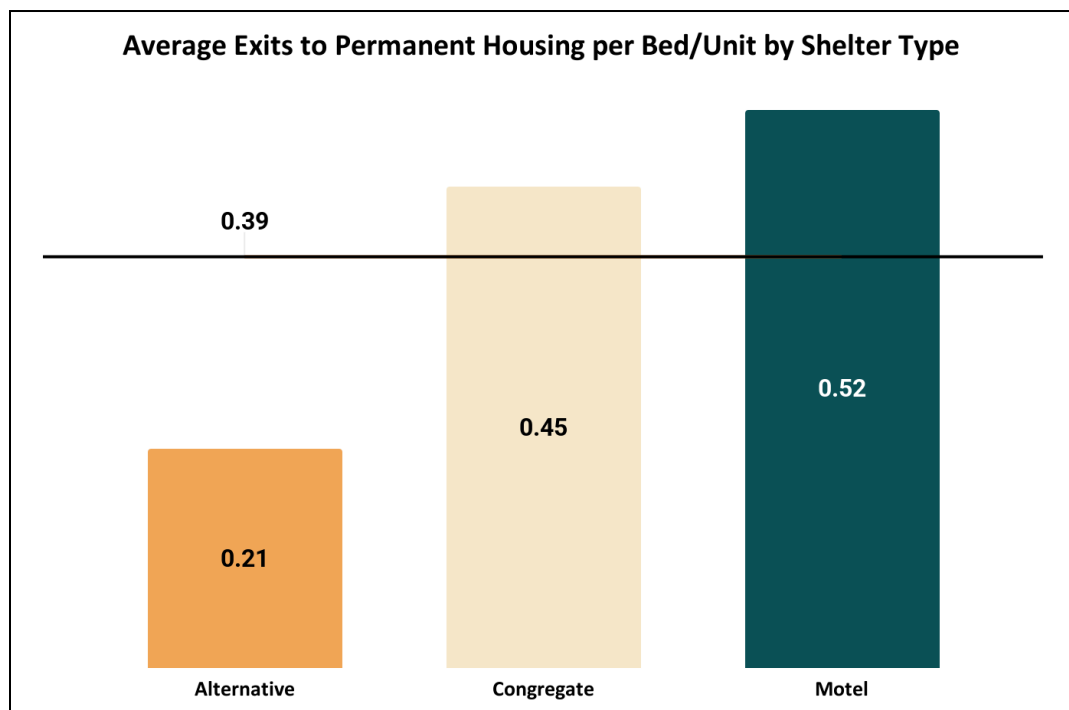
Two of the motel shelters with the fewest exits to permanent housing are behavioral health shelters. Like the BHRC, the behavioral health motel shelter programs have a higher number of institutional exits than most other motel shelters. Their strategy included placing some individuals in settings of appropriate care rather than permanent housing. More detail on these exits can be found in the appendix for these programs (Bridging Connections and Cultivating Community). Stark Street also indicated that this was part of its strategy for the higher acuity patients, which they tend to serve more of.

Annual Exits to Permanent Housing per Bed or Unit

How many individuals reported exiting to permanent housing from the shelter in FY 2025, per bed/unit?

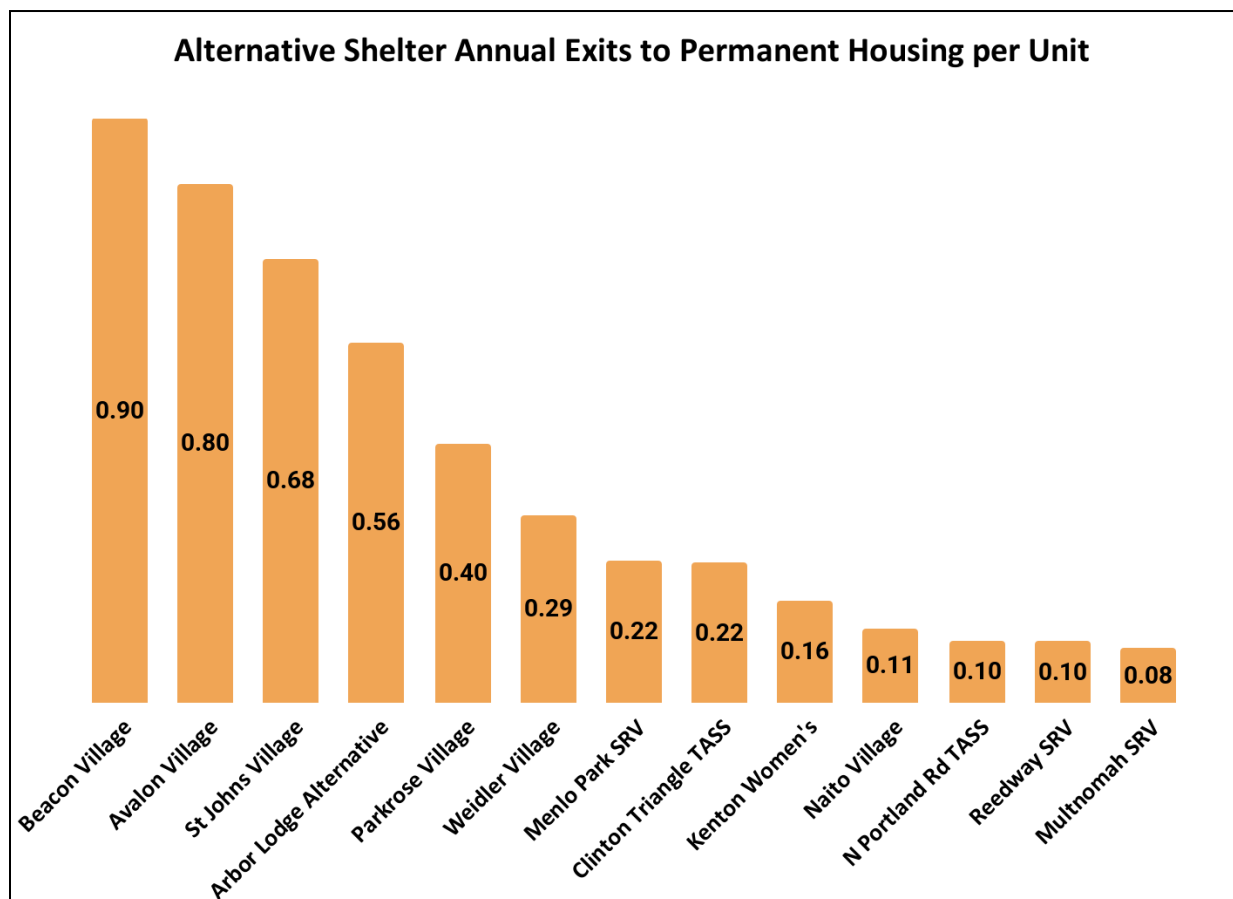
For this metric, we divided the number of unique individuals that exited to permanent housing by the number of available beds/units in FY 2025 to calculate the *annual rate of exits to permanent housing per bed/unit*. The average number of beds/units for the fiscal year was used for each program, to account for shelters that had changes in capacity. In order to include programs that were only open for a portion of the year in this section, we multiplied their average number of exits to permanent housing per month (beginning with the month of their first exit to permanent housing) by 12, to create a proxy value for the annual number of exits. N Portland Rd RV program is not included in the following charts due to its unique model (spaces rather than beds/units).

This metric allows for comparing shelters of different sizes, and grounds the number of individuals exiting to permanent housing in the finite number of shelter beds or units available. Unlike exit destination rates, this metric is not impacted by changes to other exit destination types. Any changes to the number of people exiting to permanent housing would be directly reflected. This provides a clearer representation of each program's (and shelter type's) effectiveness at exiting people to permanent housing. This exploratory metric does not account for actual capacity in units that allow double occupancy. Doing so may result in a lower rate for some programs, where maximum capacity is actually greater than the total number of units.

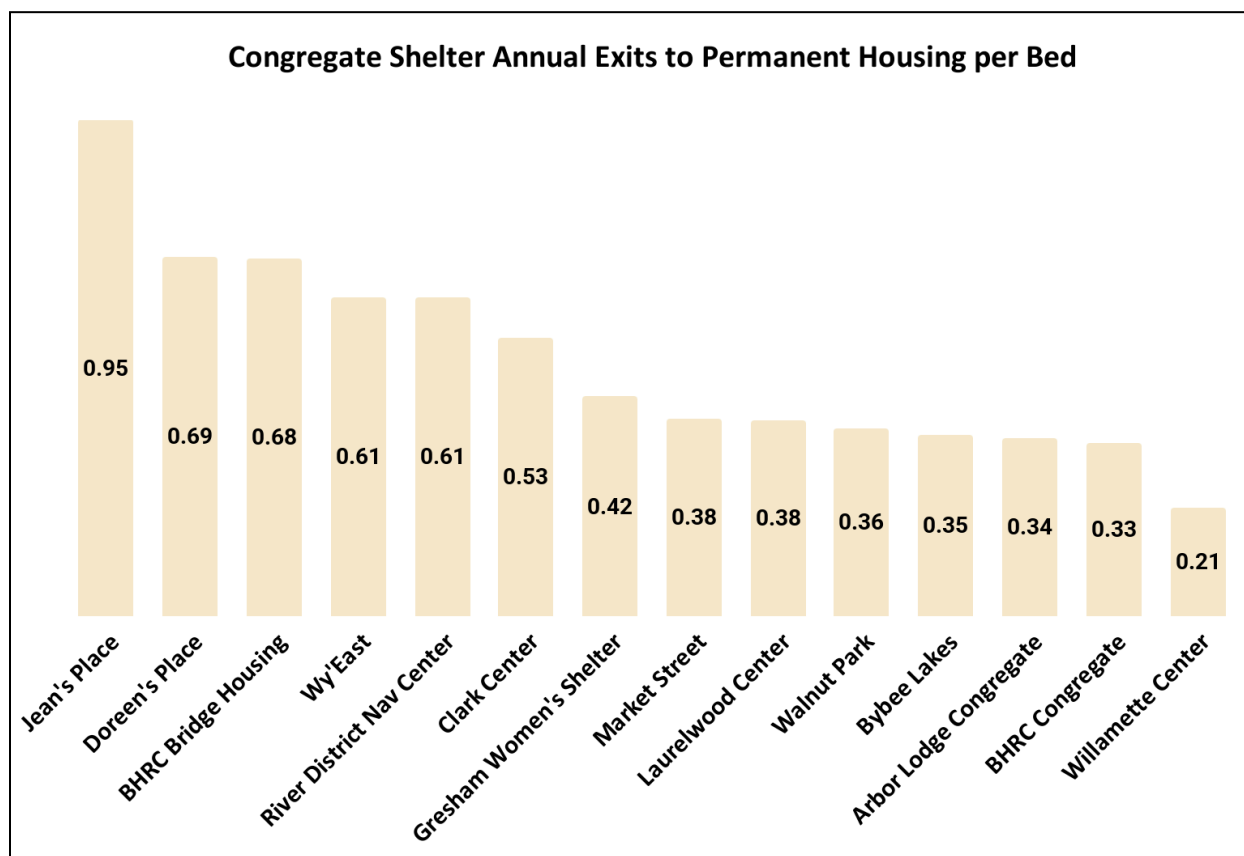


In FY 2025 there were .39 exits to permanent housing per bed/unit, across all shelter programs included in this review. In other words, for every 2.5 available shelter beds/units in FY 2025, approximately one person reported exiting to permanent housing. Despite having lower exit to permanent housing rates, congregate shelters were responsible for more than twice as many exits to permanent housing per bed than alternative shelters. Alternative shelters had an average length of stay that is three times longer than congregate shelters, which means they serve many fewer individuals per bed and have fewer people being served by each bed/unit every year.

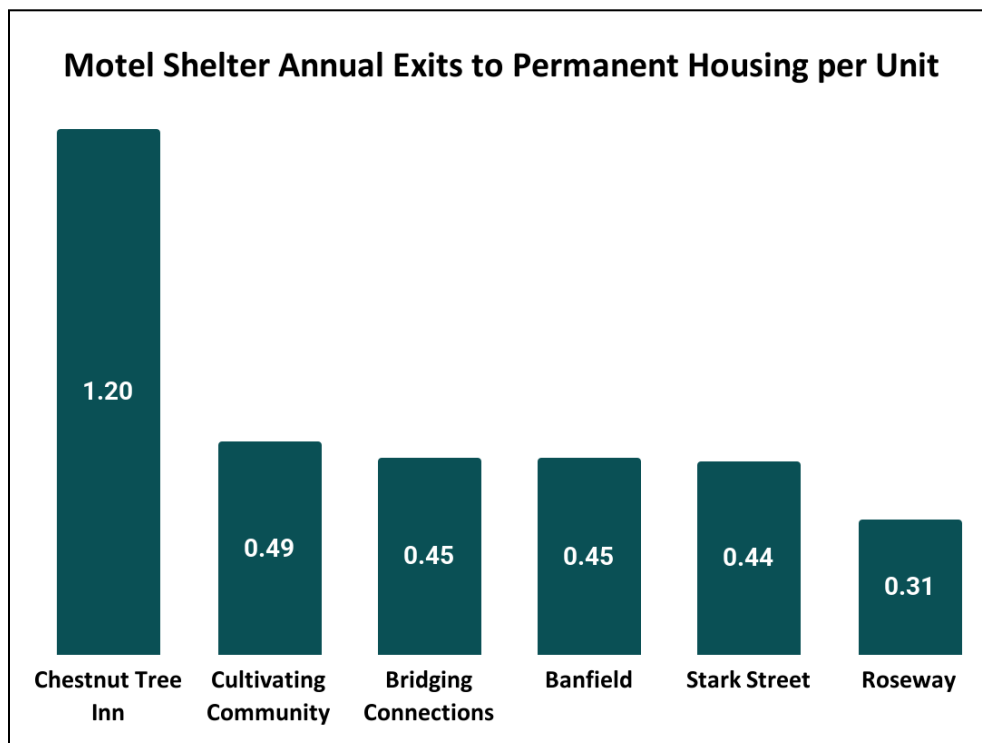
The higher exits per bed for motel shelter was impacted by the additional housing placement funding that was provided to participants at many of these programs, both through regular program cost and additional housing placement funding. For several of these programs, participants are referred in from congregate shelters once they are identified as actively working towards permanent housing. Conversely, alternative shelters realized the smallest benefit from additional housing placement programs. More information on these funding streams can be found in the Additional Housing Placement Funding section of this report.



Exits to permanent housing per unit ranged from 0.08 to 0.90 for alternative shelters. Smaller villages had the the three highest number of exits per unit while the three programs with the lowest per-unit exit figures were larger TASS and SRV shelters. For a majority of alternative shelters, there were lower than average (0.39 exits to permanent housing per unit) exits to permanent housing per unit. This was likely related to the longer stays at this type of shelter.



Exits to permanent housing per bed ranged from 0.21 to 0.95 for congregate shelters. Half of these performed below the overall average (0.39 exits to permanent housing per bed). It is important to recall that several congregate shelters also utilize indirect pathways to housing, in addition to exiting participants directly to permanent housing. These indirect pathways involve transferring participants from a congregate shelter to an alternative or motel shelter, and these are often considered “successful” shelter exits by the program, despite not being captured as exits to permanent housing. The three congregate shelters with the highest exits to permanent housing per bed all have prioritized populations and specific program requirements.



Exits to permanent housing per unit ranged from 0.31 to 1.20 for motel shelters. Chestnut Tree Inn performed at a much higher rate than any other motel shelter, and this may be due to the additional housing resources that were available to this program (more information in Additional Housing Placement Funding section). Chestnut Tree was also the most expensive motel shelter program, both per bed, and per person served per day (see following section). Roseway, despite having one of the highest exit to permanent housing rates among motel shelters, was the lowest performing by this metric.

The following table identifies the programs with the ten highest and ten lowest exits to permanent housing per bed, across all programs included in this review. The ten programs with the least exits to permanent housing per bed/unit were all programs with little to no access to additional housing placement funds, while the ten programs with the most exit to permanent housing per bed/unit were mostly programs that had direct access to additional housing placement funding. (see later section).

Ten Highest and Lowest Exit to Permanent Housing per Bed/Unit			
Highest		Lowest	
Chestnut Tree Inn	1.20	Weidler Village	0.29
Jean's Place	0.95	Menlo Park SRV	0.22
Beacon Village	0.90	Clinton Triangle TASS	0.22
Avalon Village	0.80	Willamette Center	0.21
Doreen's Place	0.69	N Portland Rd RV	0.17
St Johns Village	0.68	Kenton Women's Village	0.16
BHRC Bridge Housing	0.68	Naito Village	0.11
Wy'East	0.61	N Portland Rd TASS	0.10
River District Nav Center	0.61	Reedway SRV	0.10
Arbor Lodge Alternative	0.56	Multnomah SRV	0.08

Program Cost

In this section we explore the FY 2025 cost of the shelter programs included in this review, beginning with the total cost of each program from all funding sources (including funding from the Homeless Services Department). The total cost includes the operating cost, operations staffing FTE, housing-focused client supportive services/activities, housing-focused supportive services staffing FTE, administrative expenses, data collection, street outreach, street outreach staffing FTE, and capacity building associated with a specific shelter program. This information was identified from information recently collected by HSD from all shelter programs, as part of a larger information request from Oregon Housing and Community Services. In the subsequent section we disaggregate the total program cost by the number of shelter beds or units.

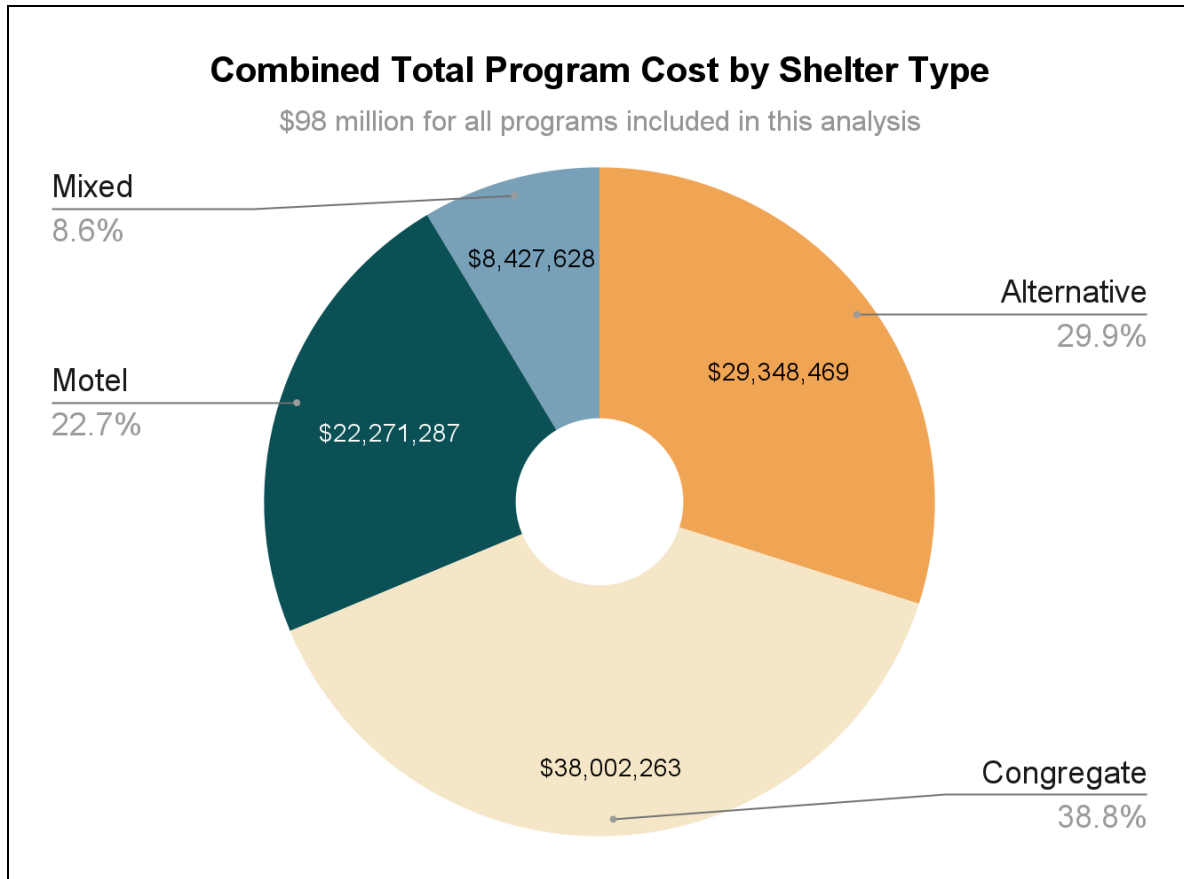
Additional funding or resources beyond the total cost of each shelter program (e.g. external housing placement programs) are not included in the following cost analysis. However, we know that these resources impact shelter outcomes. A later section provides more detail around Inreach and Housing Placement Out of Shelter programs that positively impacted performance for some shelters. These programs operated across multiple shelters, therefore the associated funding cannot be attributed to individual shelters or directly combined with total program cost.

Total Program Cost

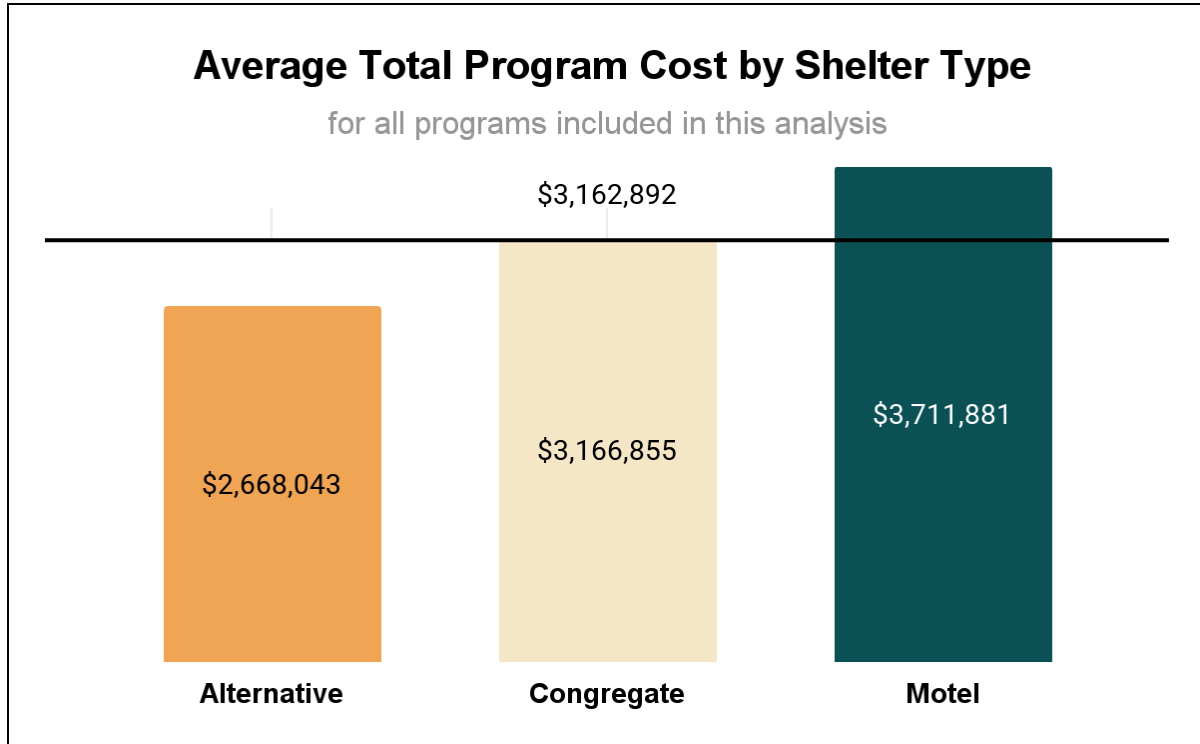
How much did shelter programs cost in FY 2025, including all funding sources?

This metric is the *total program cost* for FY 2025, and includes all funding sources to the program (including any City or County funding) in FY 2025. Two programs' total costs are not included in the charts below because they are mixed shelter types. Arbor Lodge (\$2,911,406) was operational for eight months in FY 2025. N Portland Road (\$5,516,222) operationalized in stages. The TASS program was operational for approximately eight months in FY 2025, and the RV program was operational for approximately six months in FY 2025.

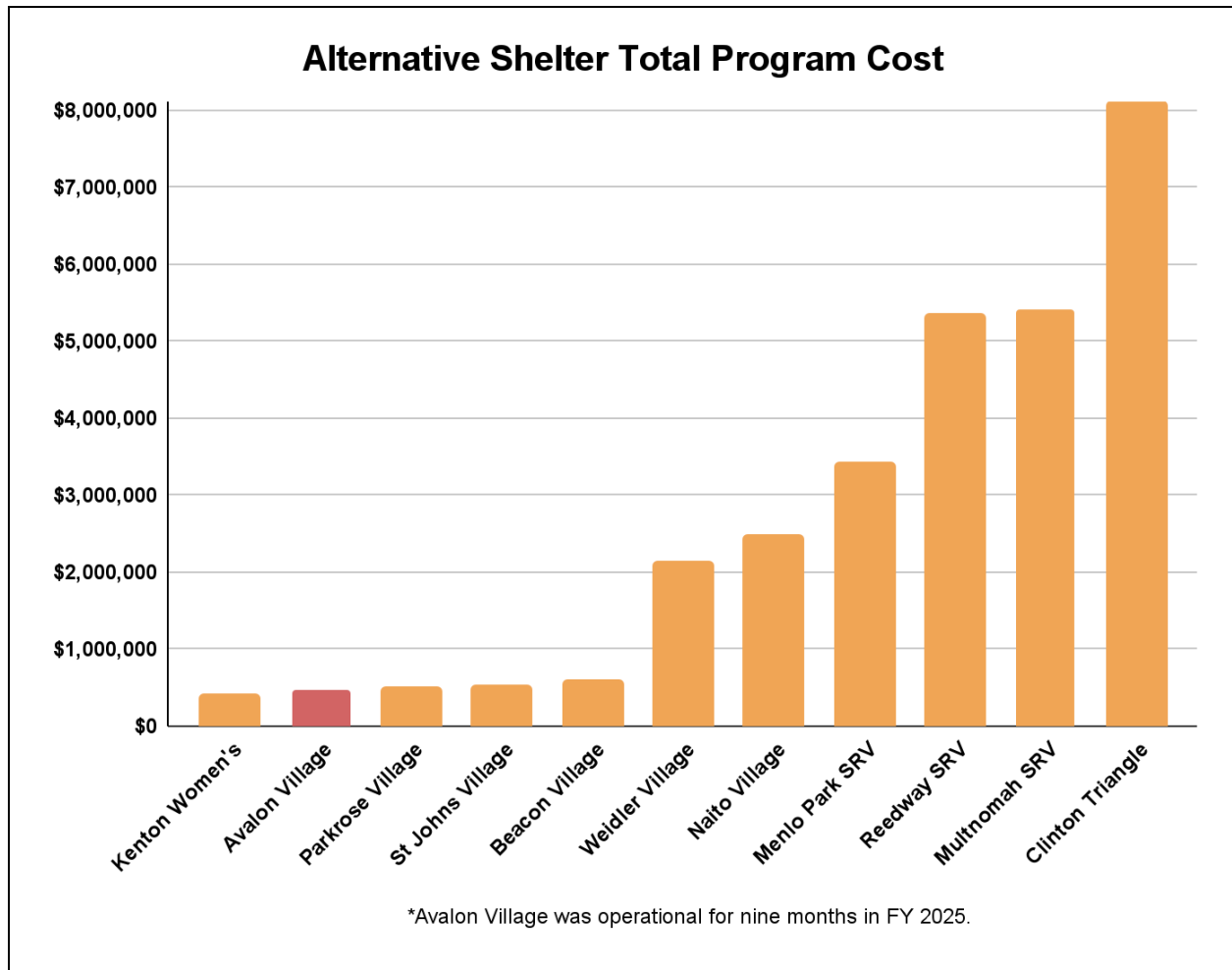
While it is interesting and useful to see the full cost of programs, this metric does not take into account the size of the shelter (i.e. the number of beds or units) or the actual number of people served by the programs. Additionally, programs that were only open for part of the year may have a higher total program cost during a full year of operation.



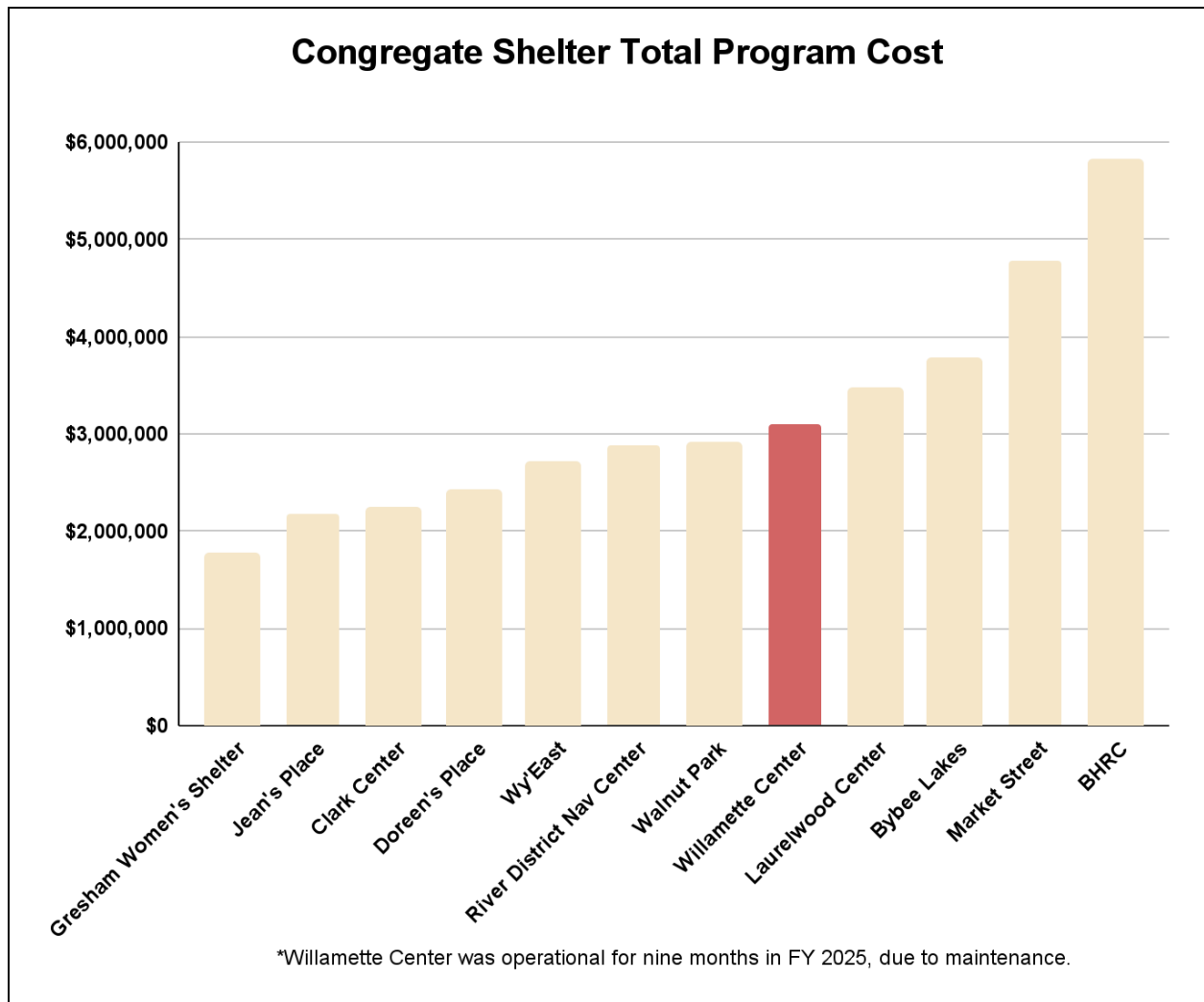
The total cost of the 31 programs (three of these consist of two subprograms) included in this report was \$98 million. This was the combined cost for 12 congregative shelters (one with two subprograms), 11 alternative shelters, 6 motel shelters, and 2 mixed shelter types (each with two subprograms).



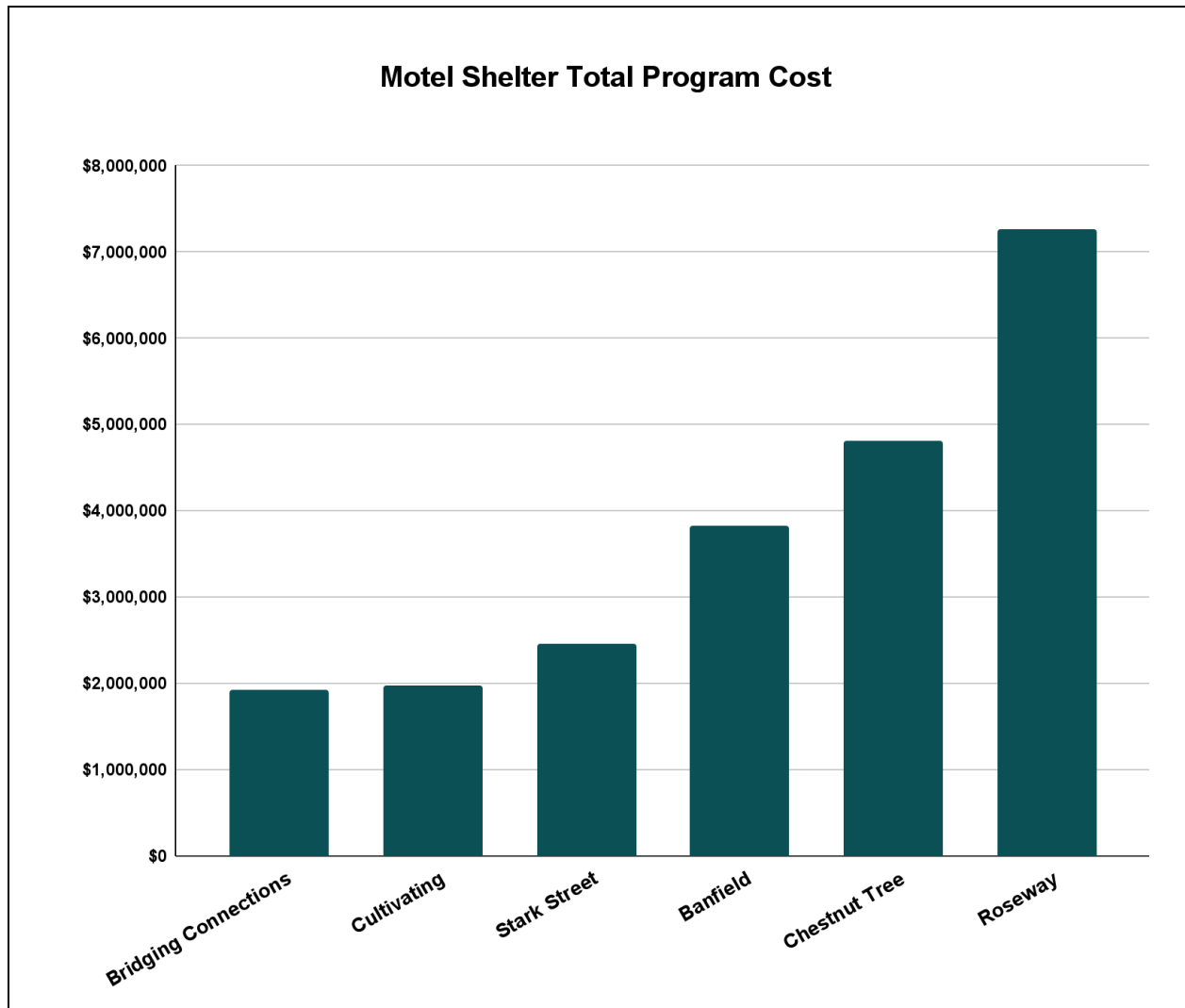
To calculate the average total program cost per shelter type, we divided the combined total cost of each shelter type by the number of relevant shelter programs (e.g. the combined cost of all motel programs divided by the number of motel shelters). On average, motel shelters had the highest average program cost. However, they were only slightly more expensive than the congregate shelters, on average. The lower average cost for alternative shelters was influenced by five low-cost villages, which were the only programs included in the review that cost less than \$1 million in FY 2025.



The total program cost for alternative shelters ranged from \$400,000 to \$8.1 million. As previously mentioned, the five smaller villages included in this review were less expensive programs, but they were also smaller (10-19 units) than the two more expensive villages (35-38 beds) and the TASS and SRV programs (50-158 units). Clinton Triangle was the most expensive program, but also had the most units. It is very close to the average cost per unit for all included programs (see next section).



The total program cost for congregate shelters ranged from \$1.8 million to \$5.8 million. Total program cost appeared closely related to program size; shelters with more beds tended to cost more. The Behavioral Health Resource Center (BHRC) was an exception to this, with only 52 combined units. However, this model also provided a higher level of service to meet the behavioral health needs of its participants. The total program cost for the BHRC was slightly inflated by the inclusion of certain expenses (facilities, security, etc.) that serve the BHRC Day Center as well as the shelter programs.



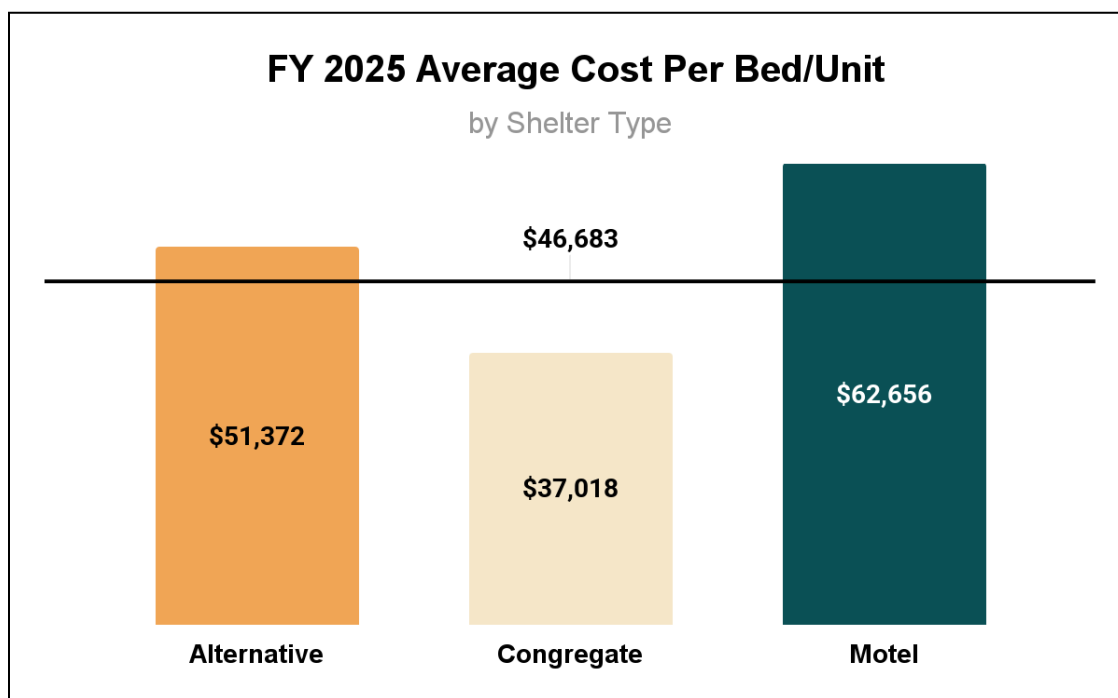
The total program cost for motel shelters ranged from \$1.9 million to \$7.3 million, and was also linked to shelter size. Smaller programs tended to be less expensive, and larger programs were more costly.

Cost per Bed/Unit

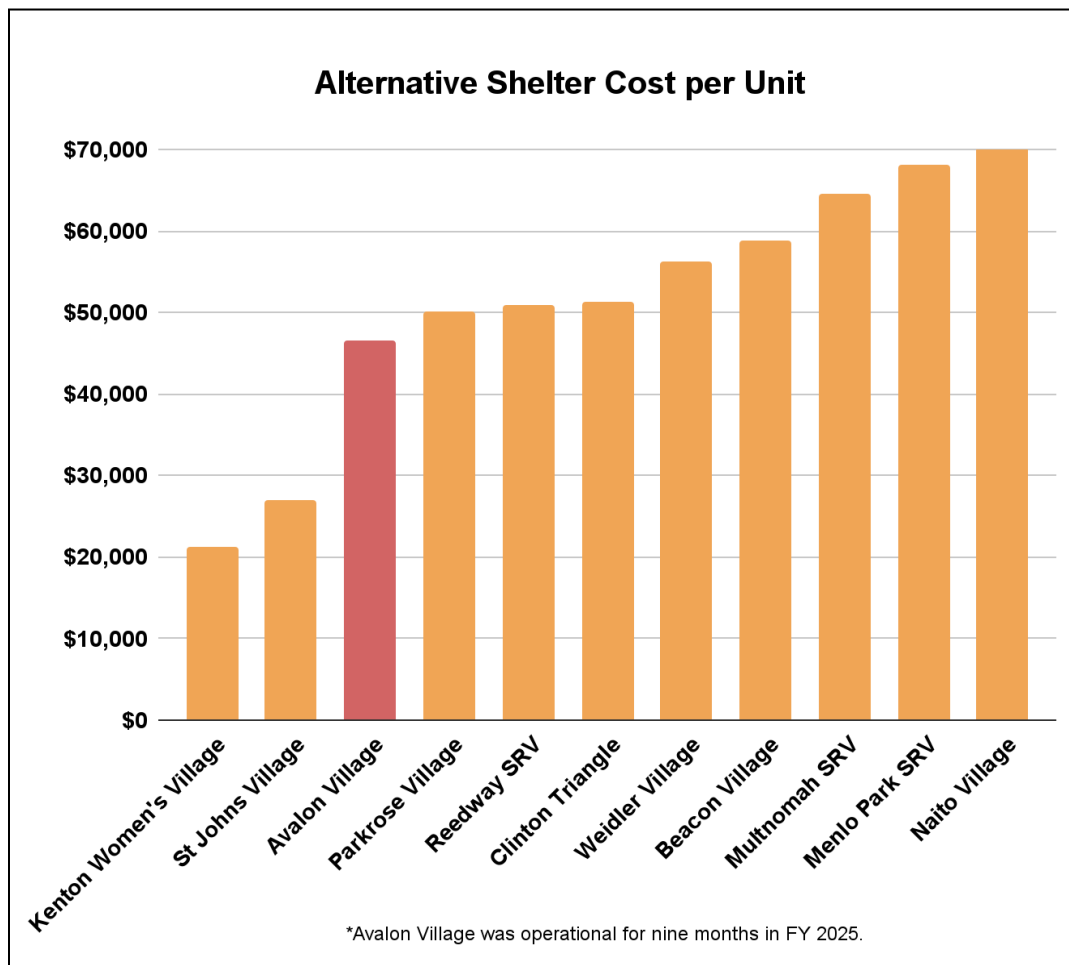
How much did shelter programs cost in FY 2025, per bed or unit?

For this metric, we divided the total program cost by the number of beds or units at the shelter program to calculate the *cost per bed or unit*. The average number of beds or units was used to account for shelters that had any changes in capacity that occurred during the fiscal year. Two programs' cost per bed/unit are not included in the charts below because they are mixed shelter types. Arbor Lodge (\$27,466 per bed/unit) was operational for eight months in FY 2025. N Portland Road (\$34,476 per unit) was operationalized in stages. The TASS program was operational for approximately eight months in FY 2025, and the RV program was operational for approximately six months in FY 2025.

While this metric allows for clearer comparison of shelters of different sizes, it does not account for the portion of those resources that are not utilized (i.e. empty beds or units) or for the fact that the cost per unit may appear lower for programs that were not open for the entire year (assuming they had a lower total program cost than they would during a full year of operation). It is also important to note that some alternative and motel programs allow a limited amount of double occupancy units, which increases the maximum capacity beyond the total number of units. In those cases the cost per bed (i.e. the number of spaces that can be occupied by a single individual) would be slightly lower than the cost per unit. See the limitations section for more detail around the challenges of calculating shelters that allow double capacity using beds versus units.



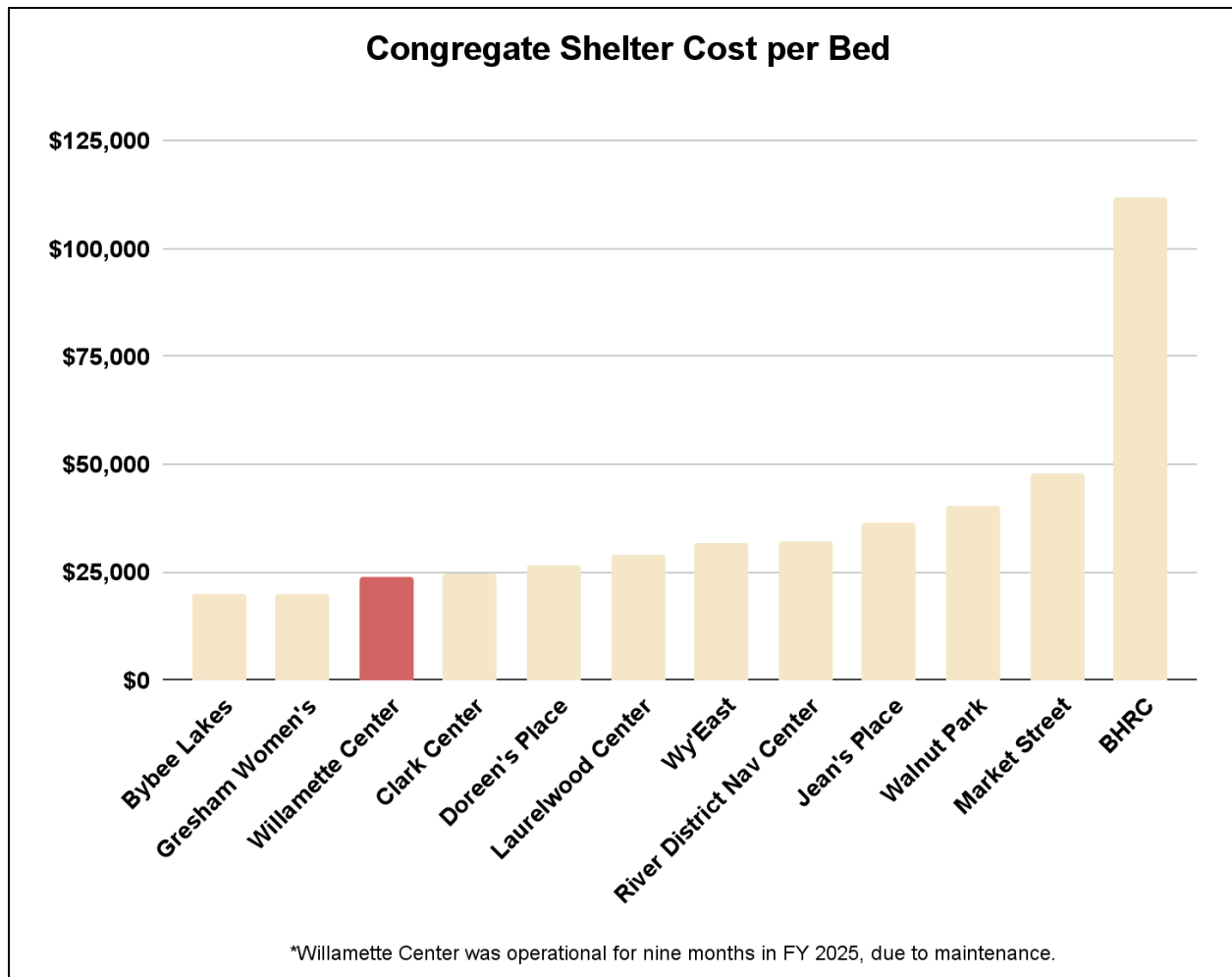
Among the programs included in this review, motel shelters had the highest average cost per unit, congregate shelters had the lowest average cost per bed, and alternative shelters average cost per unit was slightly more than the overall average. A recent local study⁴ found the average cost per unit to be much lower across these three shelter types; however, that analysis was performed using older, limited invoice data, rather than the total annual program cost (from multiple funding streams). Information provided by HSD⁵ earlier in 2025 also identified a lower cost per unit across programs, but that analysis relied on budgeted amounts (from City and County) rather than actual cost, and accounted for City and Health Department shelter separately.



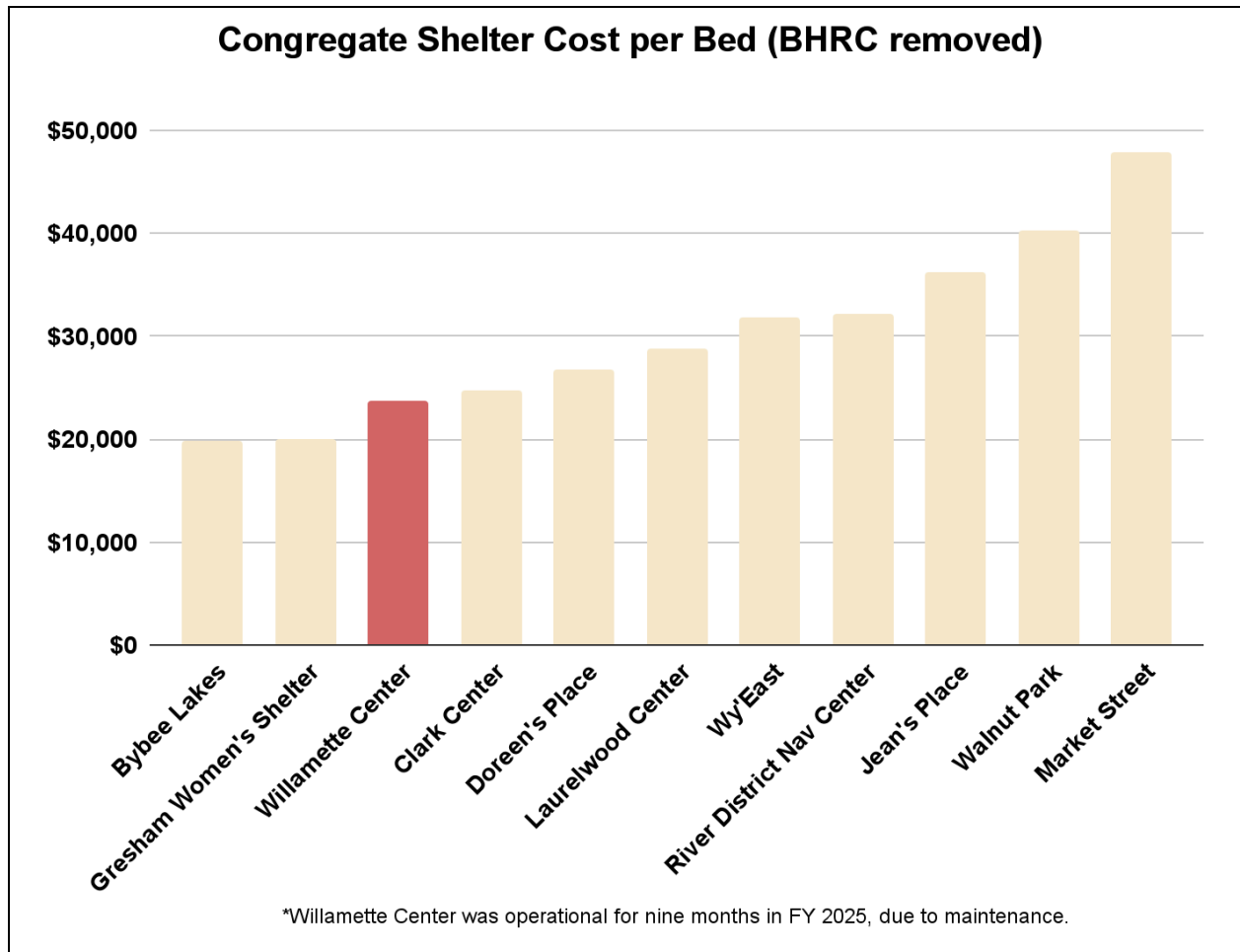
The cost per unit for alternative shelters ranged from \$21,000 to \$70,000. The differences in cost per unit among villages are much more distinct than when comparing their total program cost. Despite being pretty comparable in total program cost, some villages' units are much more expensive than others. Only two villages are comparable to the cost per bed of most congregate shelters.

⁴ <https://www.tandfonline.com/doi/full/10.1080/10530789.2025.2473756>

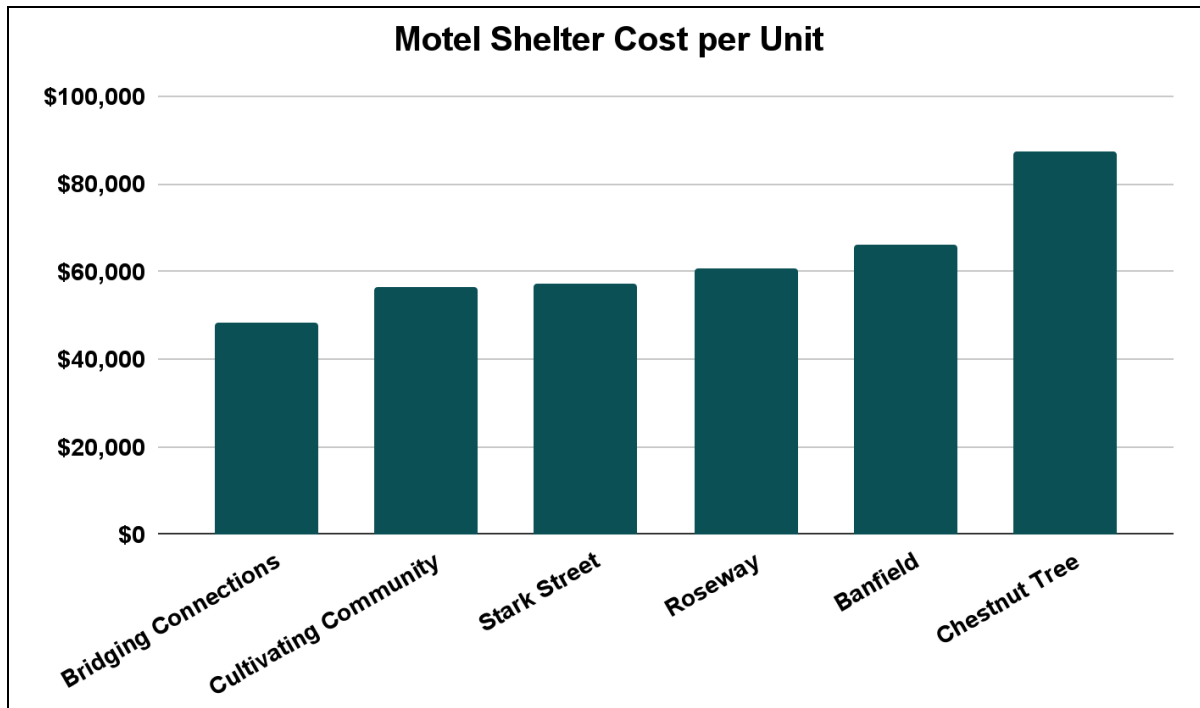
⁵ https://multnomah.granicus.com/MetaViewer.php?view_id=3&clip_id=3147&meta_id=180495



The cost per bed for congregate shelters ranged from \$20,000 to \$112,000. The total program cost for the Behavioral Health Center (BHRC) was slightly inflated by the inclusion of certain expenses (facilities, security, etc.) that serve the BHRC Day Center as well as the shelter programs. The BHRC was removed from the following chart (because it is an extreme outlier) to allow for clearer comparison across the remaining shelters.



With the BHRC removed, the cost per bed for congregate shelters ranged from \$20,000 to \$48,000. The average cost per bed of congregate shelter is reduced from \$37,018 to \$28,451 with the BHRC removed, making them less than half the cost (on average) of motel shelter units.



The cost per unit for motel shelters ranged from \$48,000 to \$87,000. Bridging Connections is unique as it consists of two separate blocks of motel rooms and the program is not responsible for the entire facilities at either location. Lower facilities costs resulted in a lower cost per bed/unit compared to other motel programs. While Roseway has the highest total program cost, accounting for the number of units leads to Chestnut Tree actually being the most expensive motel shelter, per unit.

The table identifies the programs with the ten highest and lowest cost per bed or unit.

Ten Highest and Lowest Cost per Bed/Unit			
Highest		Lowest	
BHRC	\$111,797	Wy'East	\$31,810
Chestnut Tree	\$87,514	Laurelwood Center	\$28,826
Naito Village	\$70,335	Arbor Lodge	\$27,466
Menlo Park SRV	\$68,149	St Johns Village	\$26,948
Banfield	\$66,009	Doreen's Place	\$26,754
Multnomah SRV	\$64,526	Clark Center	\$24,722
Roseway	\$60,543	Willamette Center	\$23,809
Beacon Village	\$58,758	Kenton Women's Village	\$21,268
Stark Street	\$57,237	Gresham Women's Shelter	\$20,040
Cultivating Community	\$56,424	Bybee Lakes	\$19,831

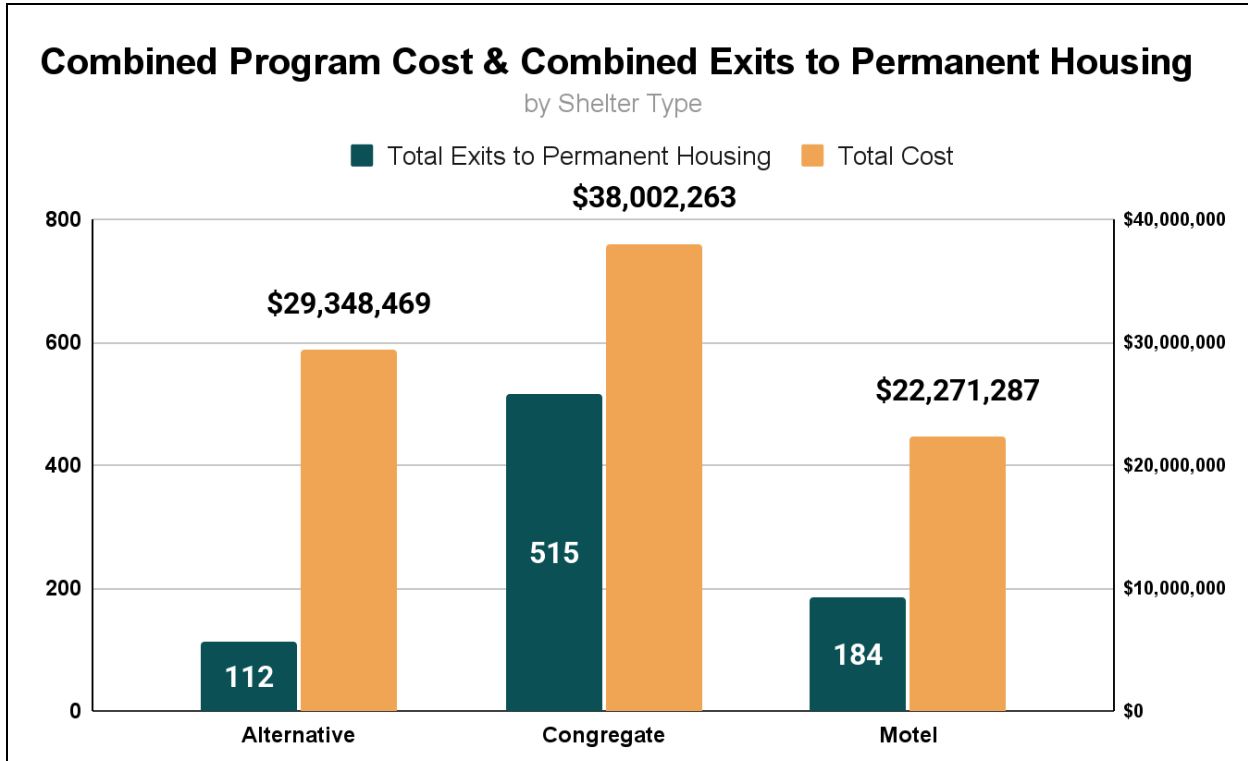
Cost Compared to Performance

In this section we compare the total program cost of shelters with their exits to permanent housing in FY 2025. It is important to note that operation cost alone does not explain shelter housing performance, which is influenced by external resources beyond the shelter's operational costs (e.g. additional housing placement funds). In the section immediately following this one we explore additional housing placement programs funded by the Homeless Services Department (HSD), and how they may have impacted the performance of certain shelters.

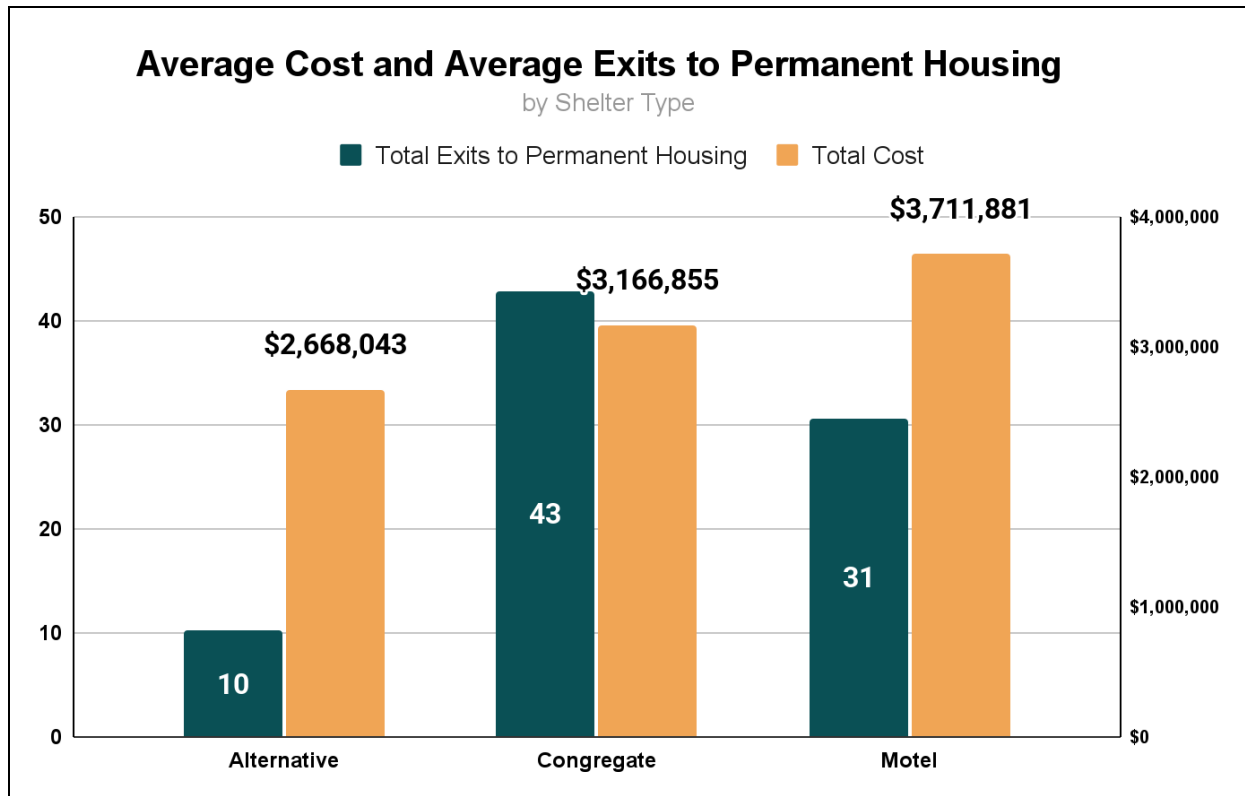
Total Program Cost & Exits to Permanent Housing

What was the total program cost and total number of exits to permanent housing in FY 2025?

In this section we compare the *total program cost* to the *number of individuals who exited to permanent housing* for each shelter type and program. Comparing these two measures demonstrates how shelter costs align with successful shelter shelter outcomes. This comparison is limited because it does not account for the size of each program. Additionally, programs that were only open for part of the year may have a higher total program cost during a full year of operation. Two programs' total cost and exits to permanent housing are not included below because they are mixed shelter types: Arbor Lodge (\$2,911,406 and 25 exits to permanent housing) and N Portland Rd (\$5,516,222 and 10 exits to permanent housing). The combined number of exits to permanent housing by shelter type are lower here than previously reported, due to these exclusions.

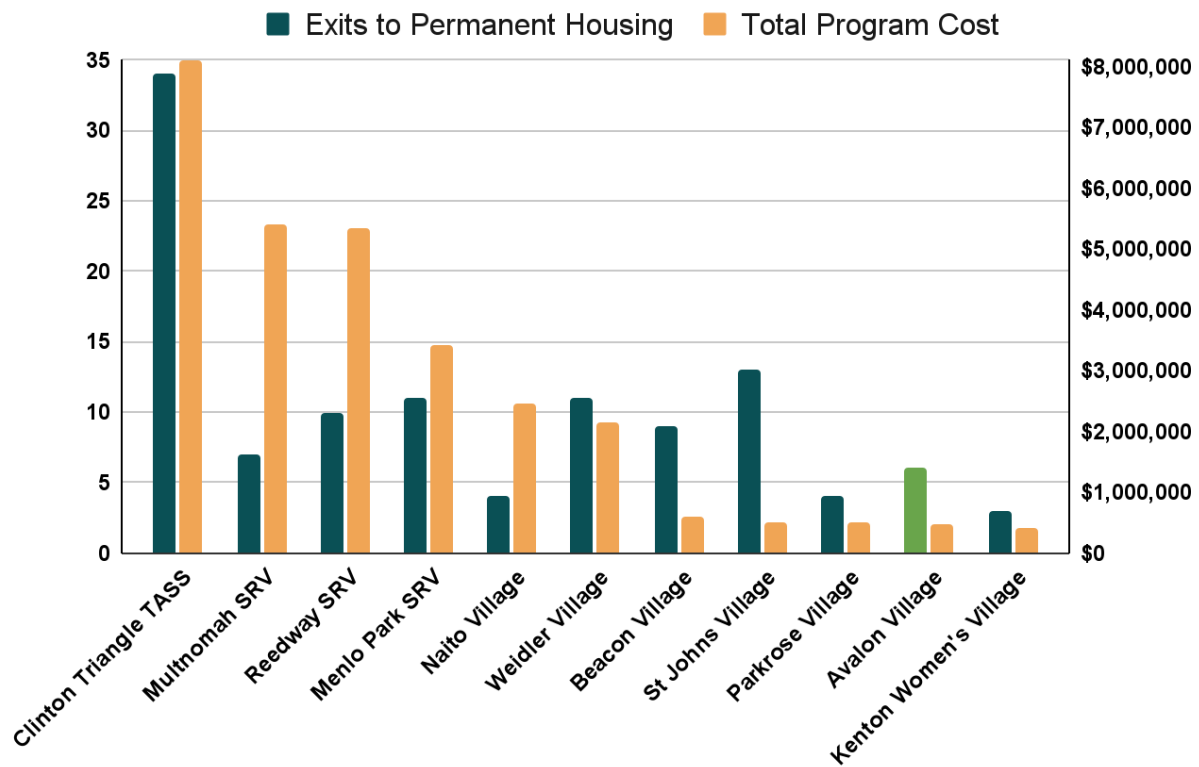


Among the shelters included in this review, congregate shelters (12 included programs) had the highest combined total cost and most combined total exits to permanent housing. Congregate shelters included in the review generally had higher capacity (average of 93 beds) than motel (average of 53 units) or alternative shelters (average of 54 units). Motel shelters had the lowest combined total cost, but also the smallest number of included programs (6 programs). Alternative (11 included programs) shelters had a higher combined total cost than motel shelters, but fewest exits to permanent housing among the three shelter types.



When the shelter types included in this review were compared on average, motel shelters were the most expensive shelter type and congregate programs had the greatest number of exits to permanent housing. Alternative shelters had the lowest average program cost and the fewest average exits to permanent housing per program.

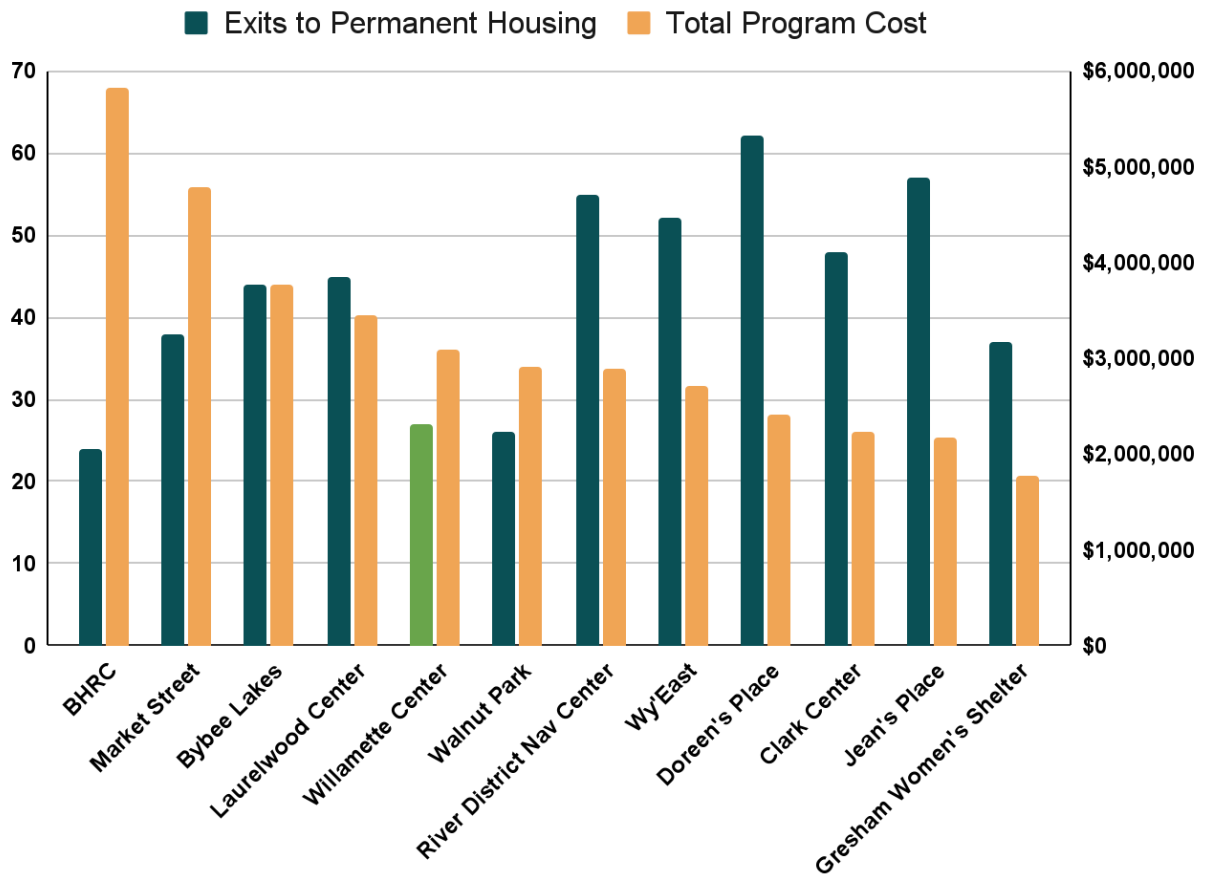
Alternative Shelter Program Cost & Exits to Permanent Housing



*Avalon Village was operational for nine months in FY 2025.

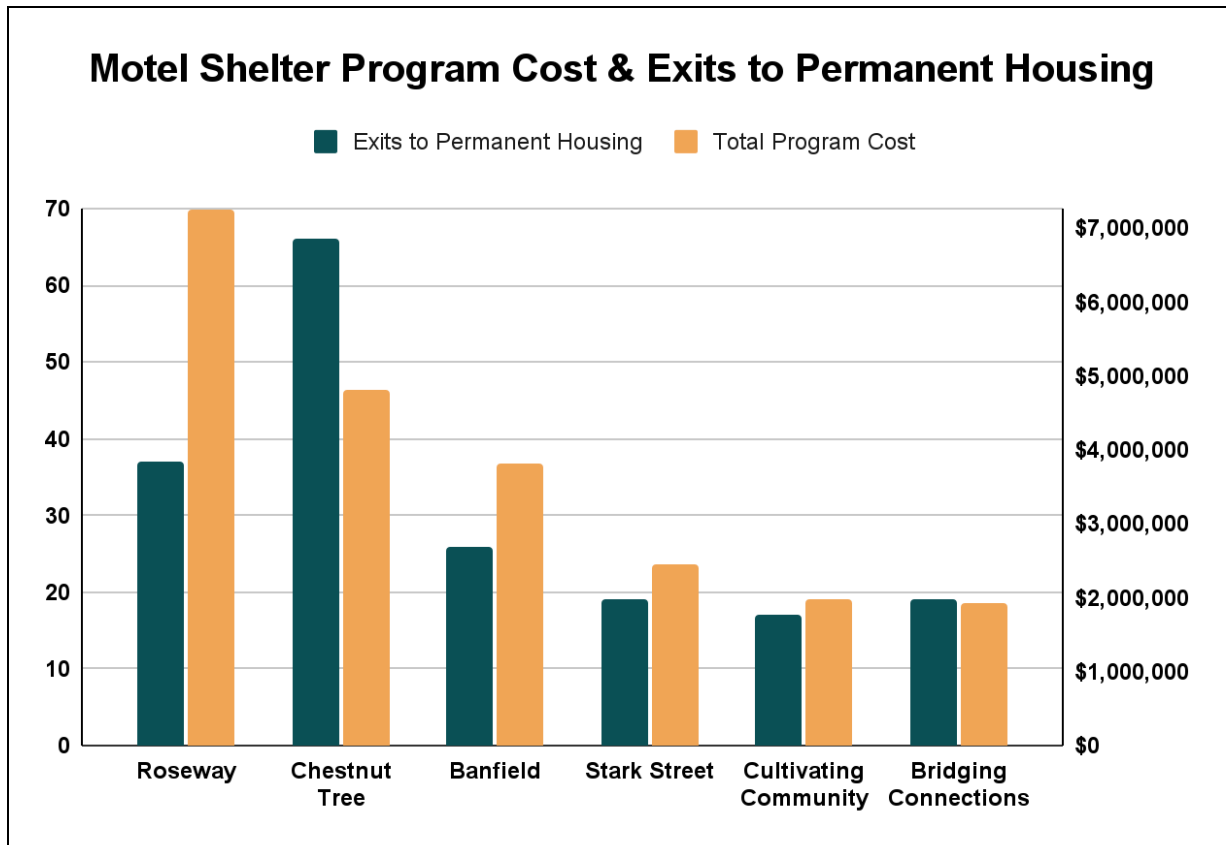
Among alternative shelters, total program cost varied while exits to permanent housing remained relatively low across all programs except for the Clinton Triangle TASS. That program had the highest total program cost and also had the largest number of individuals that exited to permanent housing. These differences were likely due to the large size of the program (158 units). The SRVs were more expensive than the villages and exited a comparable number of individuals to some villages. As noted previously, many of the alternative shelters (including the SRV and TASS programs) had limited access to additional housing funding in FY 2025.

Congregate Shelter Program Cost & Exits to Permanent Housing



*Willamette Center was operational for nine months in FY 2025, due to maintenance.

Among the congregated shelters included in this review, some of the programs with the lowest total cost managed to exit a greater number of individuals into permanent housing. The Behavioral Health Resource Center (BHRC) had the highest total cost and the lowest number of exits to permanent housing, but they allow maximum stays of 30-90 days and provide a very high level of service to participants (who are facing behavioral health issues). They also exit a large portion of their participants to institutional destinations for more appropriate care, and these exits are not captured as exits to permanent housing. The total program cost for the BHRC was slightly inflated by the inclusion of certain expenses (facilities, security, etc.) that serve the BHRC Day Center as well as the shelter programs.



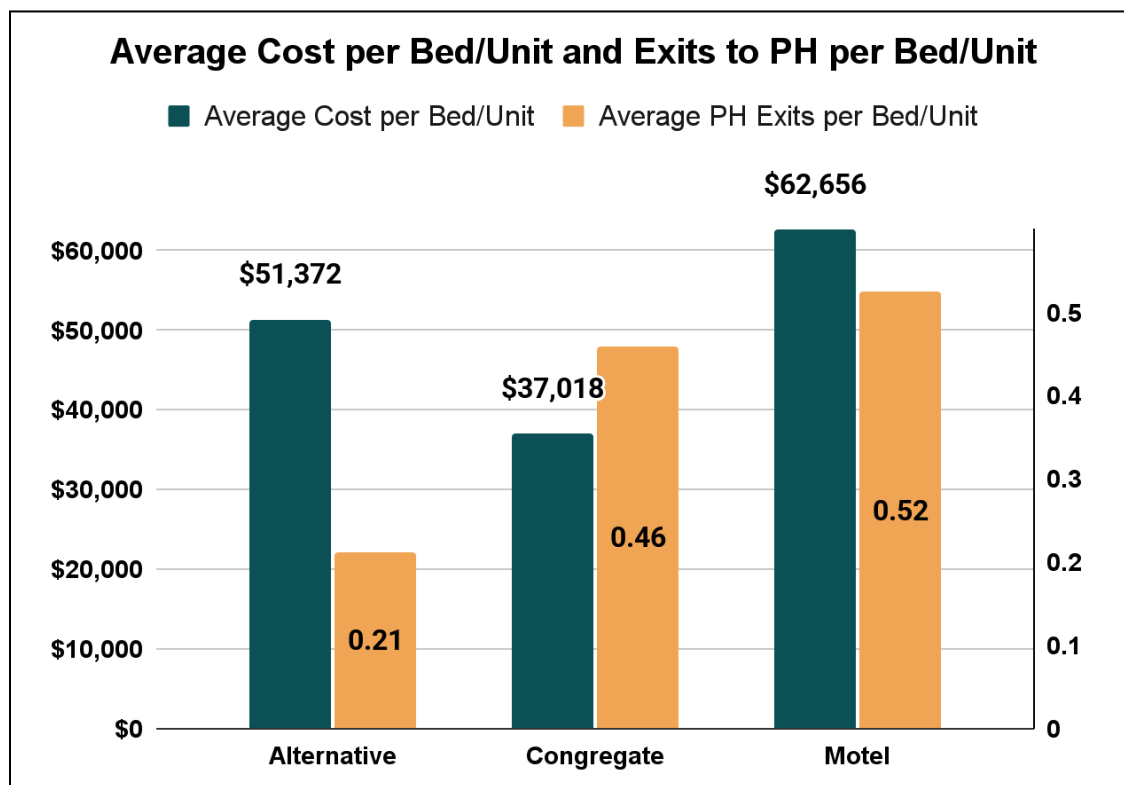
Among motel shelters, Chestnut Tree Inn had the most exits to permanent housing and the total program cost was only slightly more than Banfield or Stark Street. Roseway had a much higher total program cost than the other motel shelters, but only slightly more exits to permanent housing in FY 2025 than the remaining four programs.

Cost per Unit & Exits to Permanent Housing per Unit

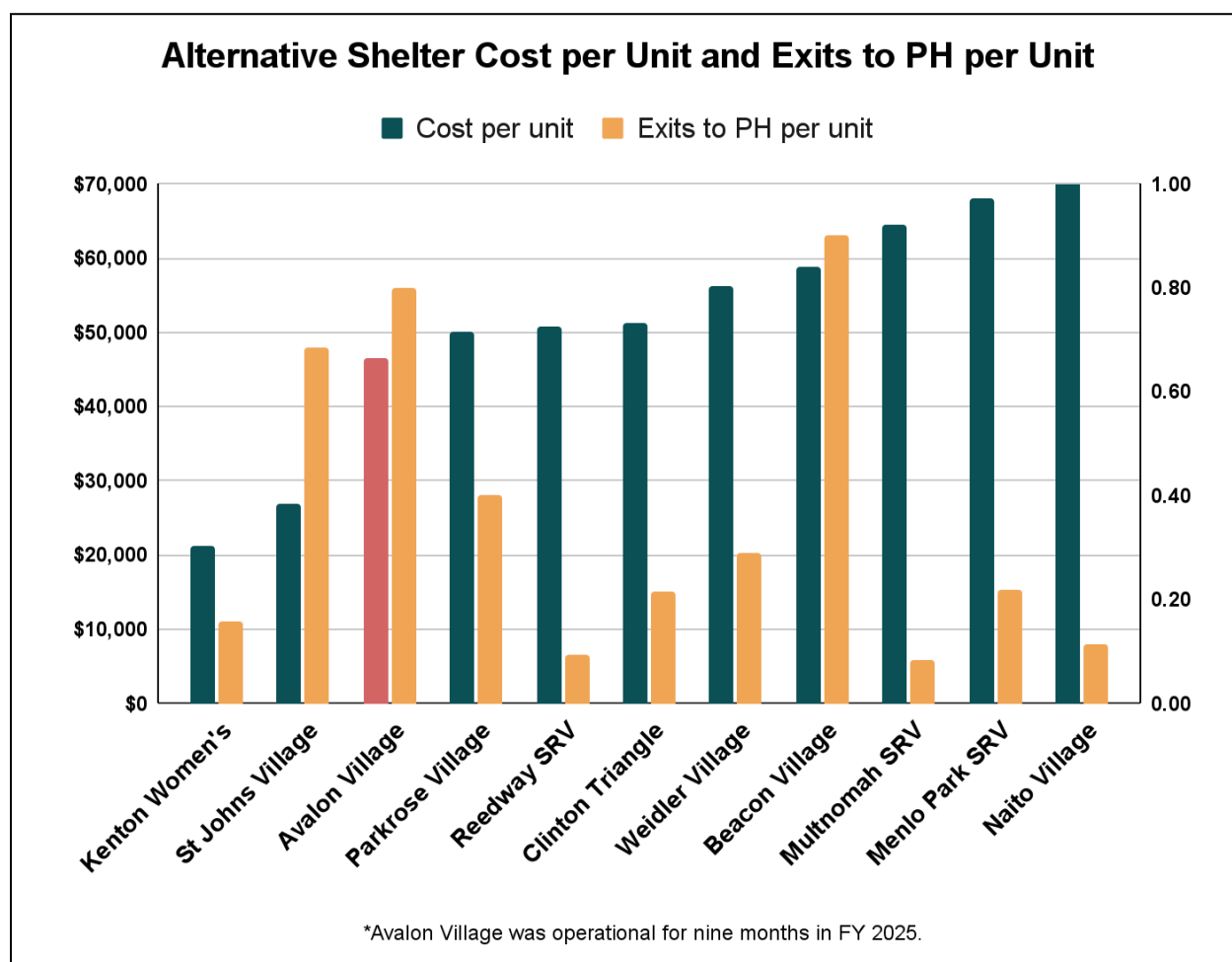
What was the cost per bed/unit and the number of exits per bed/unit in FY 2025?

For this comparison, we calculated the *average number of exits per bed/unit* by dividing the annual number of individuals who exited to permanent housing by the number of beds/units. We calculated the *cost per bed/unit* by dividing the total program cost by the number of beds/units at the shelter program. The average number of beds or units was used to account for shelters that had any changes in capacity that occurred during the fiscal year. For programs that were only open for a portion of the year, their average number of exits per month (beginning with the month of their first exit) were multiplied by 12 to create a proxy value for the annual number of exits. Two programs are not included in charts below because they are mixed shelter types: Arbor Lodge (\$27,466 per bed, 0.38 exits per bed) and N Portland Rd (\$34,476 per bed, 0.13 exits per bed). These exclusions result in slightly different average exits to permanent housing per bed/unit than in previous sections.

Comparing these two metrics side by side is useful because it allows for a comparison between the cost per bed/unit and a measure of the successful utilization of those beds/units in moving individuals from shelter to permanent housing. However, there are some limitations to both of these metrics, which were identified in the previous sections.

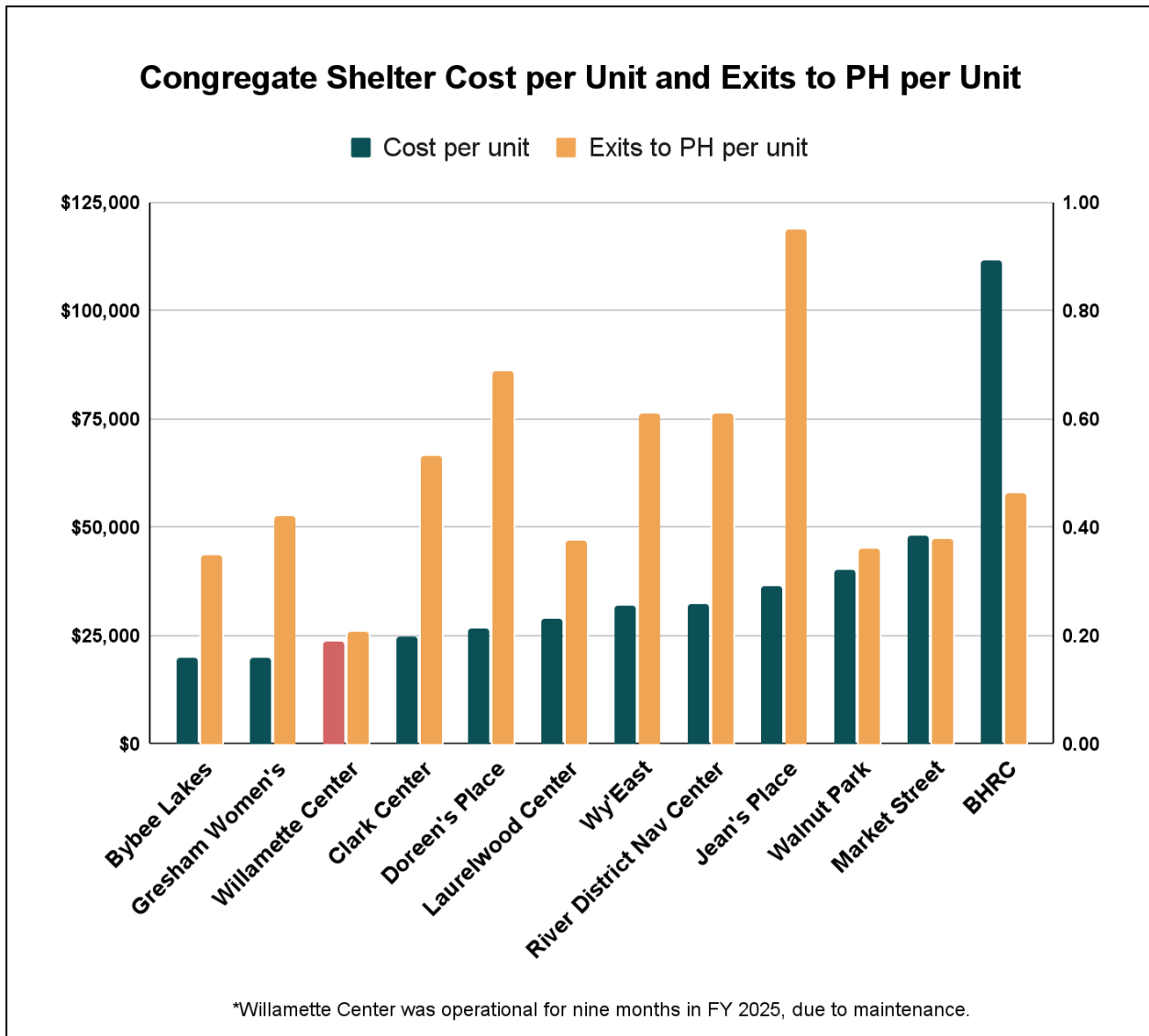


Motel shelters were the most expensive per unit and had the most exits to permanent housing per unit (more than twice as many as alternative shelters). Alternative shelters were more expensive per unit than congregate shelters, but had less exits to permanent housing per unit than congregate shelters did per bed. It is important to note that exits to permanent housing outcomes were affected by additional resources beyond the total program cost.

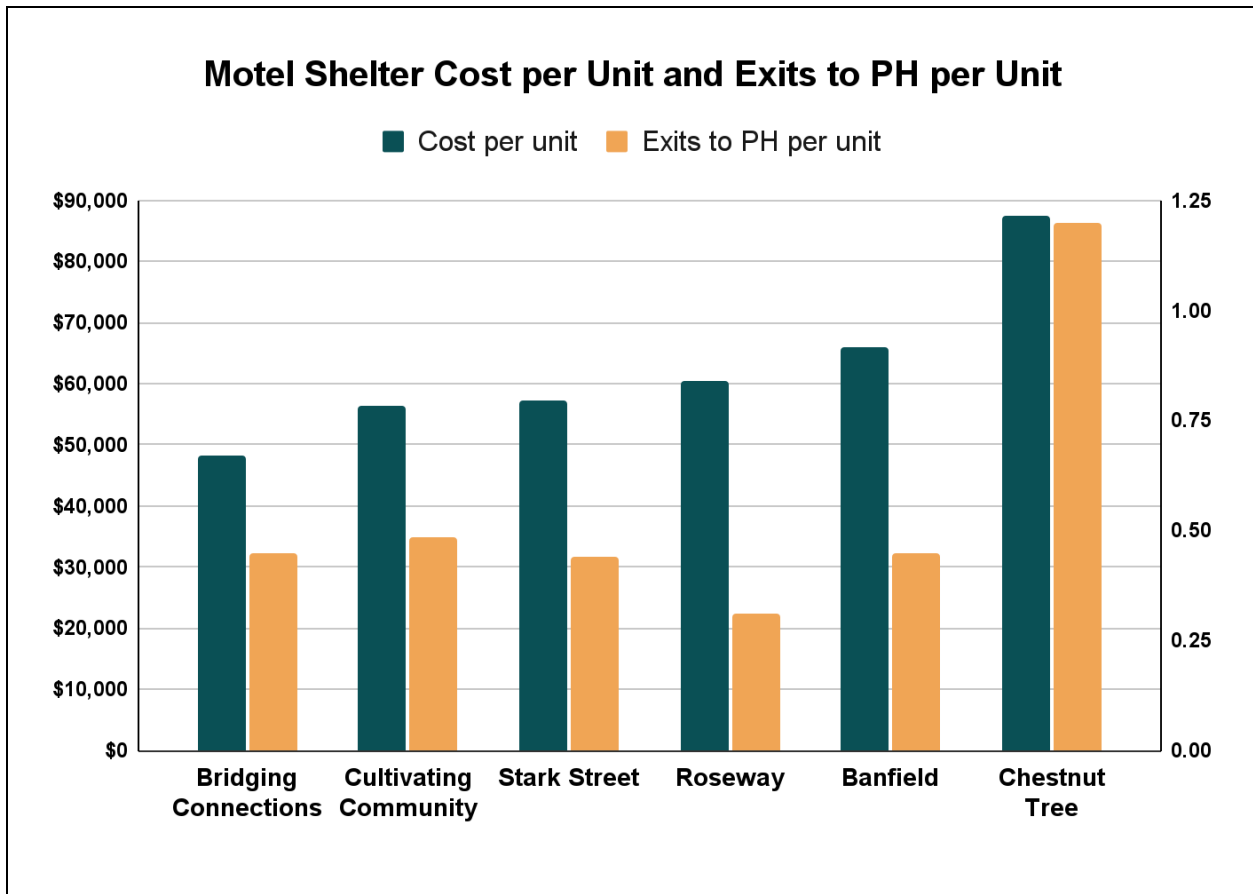


Among alternative shelters, some of the programs with the highest cost per unit also had some of the lowest exits to permanent housing per unit.

Again, it is important to note that the cost per unit in this section does not include additional funding that impacted shelter outcomes. For example, all of Menlo Park's exits to permanent housing were associated with additional housing placement funding, whereas none of Clinton Triangle's exits to permanent housing were (see next section).



Similar to alternative shelters, some of the congregate shelter programs with the highest cost per unit also had some of the lowest exits to permanent housing per unit. Walnut Park and Market Street were outperformed by most other congregate shelters, despite having two of the highest costs per bed. The total program cost for the Behavioral Health Center (BHRC) was slightly inflated by the inclusion of certain expenses (facilities, security, etc.) that serve the BHRC Day Center as well as the shelter programs.



Among motel shelters, Chestnut Tree Inn performed the best but was also the most expensive program per unit. Roseway housed fewer people per bed than any motel shelter, despite being the largest (120 rooms) and one of the more expensive programs per unit.

Additional Housing Placement Funding

In the previous section, we compared shelter operating costs to housing performance (exits to permanent housing). However, additional funding beyond the total program cost may have had a noteworthy impact on program outcomes. In addition to any housing placement funding and resources provided directly to shelter programs as part of their operational budget, the Homeless Services Department (HSD) distributed funding to providers who operated Inreach and Housing Placement out of Shelter programs that served participants at multiple shelter locations. These two program types are not directly attached to a specific shelter location. They provide resources to support individuals in moving from shelter to permanent housing across multiple shelter locations, and are sometimes referred to as “mobile” housing placement. This allows for more flexibility in supporting unhoused individuals’ progress towards housing, regardless of their movement between shelters, or between unsheltered and sheltered homelessness.

In FY 2025, HSD distributed \$9.8 million through Housing Placement Out of Shelter and Inreach programs that serve Adults⁶. These programs placed a total of 598 unique individuals (from 491 households) into housing in FY 2025. Individual program amounts are listed below. The following sections will provide more details about the cost and outcomes from these programs, and will identify which shelter’s performance was positively impacted by these placements.

Program Providers and Funding Distribution

HSD tracks housing placements using Housing Move In Dates (HMIDs) that are entered by the programs providing housing placement services. Shelter exit destinations are tracked using the information provided by participants when they leave a shelter. By cross referencing these two data points, we were able to see that about half of the individuals (278) who were placed by these housing programs in FY 2025 also had an exit from one of the shelters included in this review in FY 2025. We review the subset of 278 housing placements with corresponding shelter exits in the following section.

There are several possible explanations for why everyone served in the Placement out of Shelter programs did not have a corresponding shelter exit from one of the programs included in this review. The remaining housing placements may be associated with shelters that we excluded from this review, such as the 22 placements by the Urban League from the Jamii Center motel shelter. That shelter program shelter was not included in this review, since it was permanently closed at the time of this reporting.

⁶ HSD currently plans to distribute a similar amount of funds through Inreach and Housing Placement Out of Shelter programs in FY 2026.

Some participants may have exited shelter in FY 2024 (after entering an Inreach or Housing Placement Out of Shelter program) to a non-shelter destination and have subsequently been placed into housing in FY 2025. Finally, some programs may have provided support to individuals who were staying in locations other than shelter.

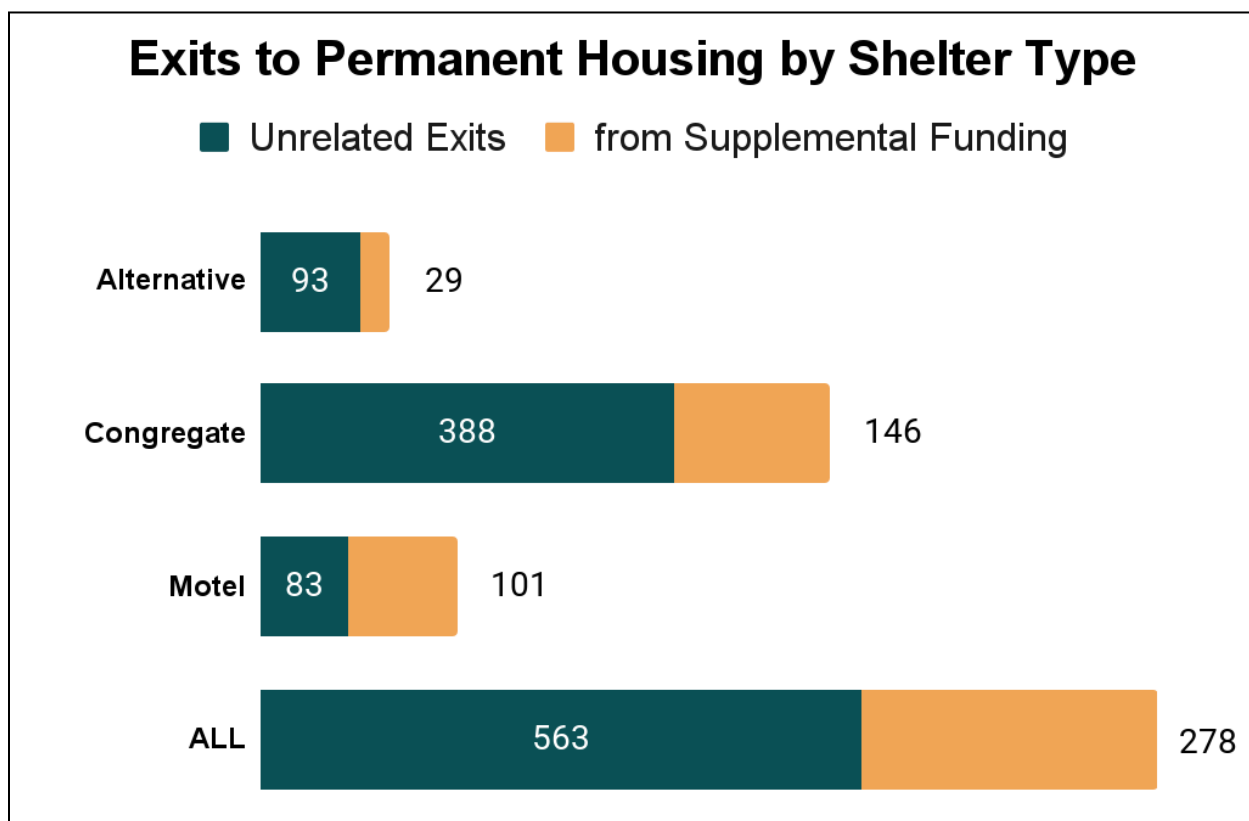
The table below provides the list of organizations that operated Inreach or Housing Placement Out of Shelter programs in FY 2025, the funding amount provided by HSD, the individual placement counts for those programs, and the number of matching shelter exits included in the following analysis.

Provider	FY 2025 Funding	People Placed into Housing	Corresponding Shelter Exits
City of Gresham	\$ 574,895	143	9
Cultivate Initiatives	\$ 435,134	13	13
Do Good Multnomah	\$ 2,517,030	148	103
El Programa Hispano Catolico	\$ 367,115	51	2
JOIN	\$ 1,412,263	53	2
NARA	\$ 164,333	7	4
Our Just Future	\$ 1,246,630	60	59
Transition Projects, Inc.	\$ 2,257,793	105	86
Urban League of Portland	\$ 854,519	22	0
	\$ 9,829,712	602	278

Impact on Shelter Performance

Among the subset of 278 housing placements included in this analysis, the four providers that also operated shelters in FY 2025 (Cultivate Initiatives, Do Good Multnomah, Our Just Future, and TPI) saw the biggest benefit. Ninety-four percent of those housing placements were distributed among the shelters they operate. The other 18 housing placements from the remaining four providers were distributed among these same organizations' shelters, with just two exceptions. Reedway SRV and Beacon Village each had a single shelter exit that correlated with a placement from one of these housing programs.

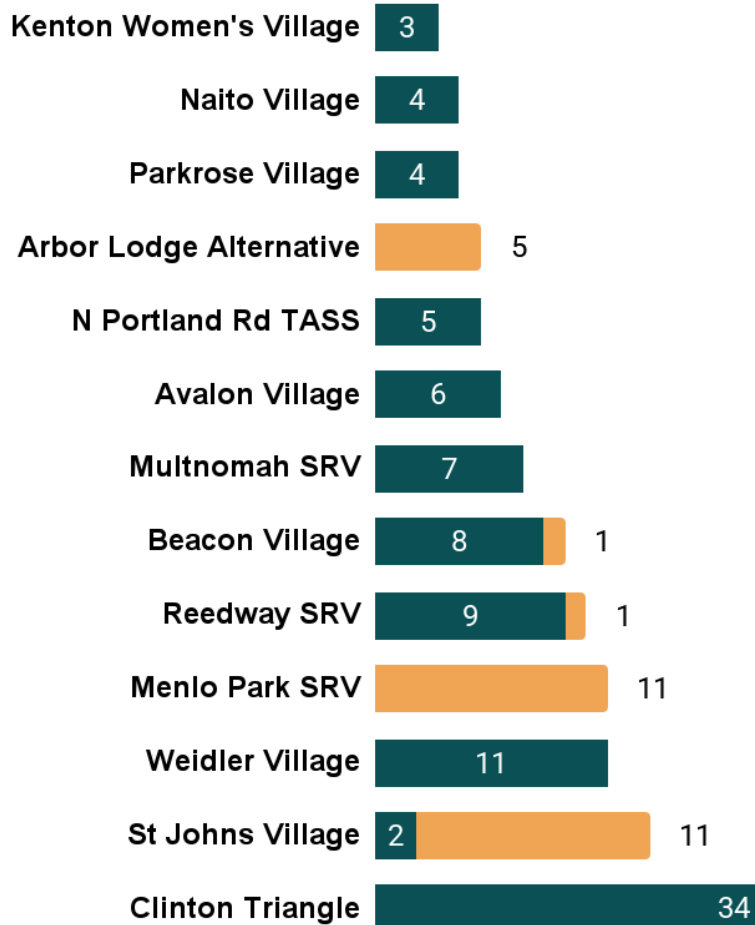
In the following charts we demonstrate where the total number of exits to permanent housing was impacted by these supplemental funding streams. Each bar represents the total number of exits to permanent housing per shelter type in the first chart, and by program in the subsequent charts. The orange segment of each bar represents the exits that were facilitated by one of these Inreach or Housing Placement out of Shelter Programs, while the blue segment represents the exits that are unrelated to these programs. While this section highlights the impact of these external resources on shelter programs, it also helps to identify programs that did not have access to these resources. It may also provide some insight into the possible impacts of reducing or removing these resources from the shelter system.



Among the shelter programs included in this review, Housing Placement out of Shelter and Inreach programs were associated with approximately 33% of all exits to permanent housing from shelter in FY 2025. These programs had the largest impact on motel shelters (associated with 55% of exits to permanent housing), followed by congregate (associated with 27% of exits to permanent housing) and alternative shelters (associated 24% of exits to permanent housing).

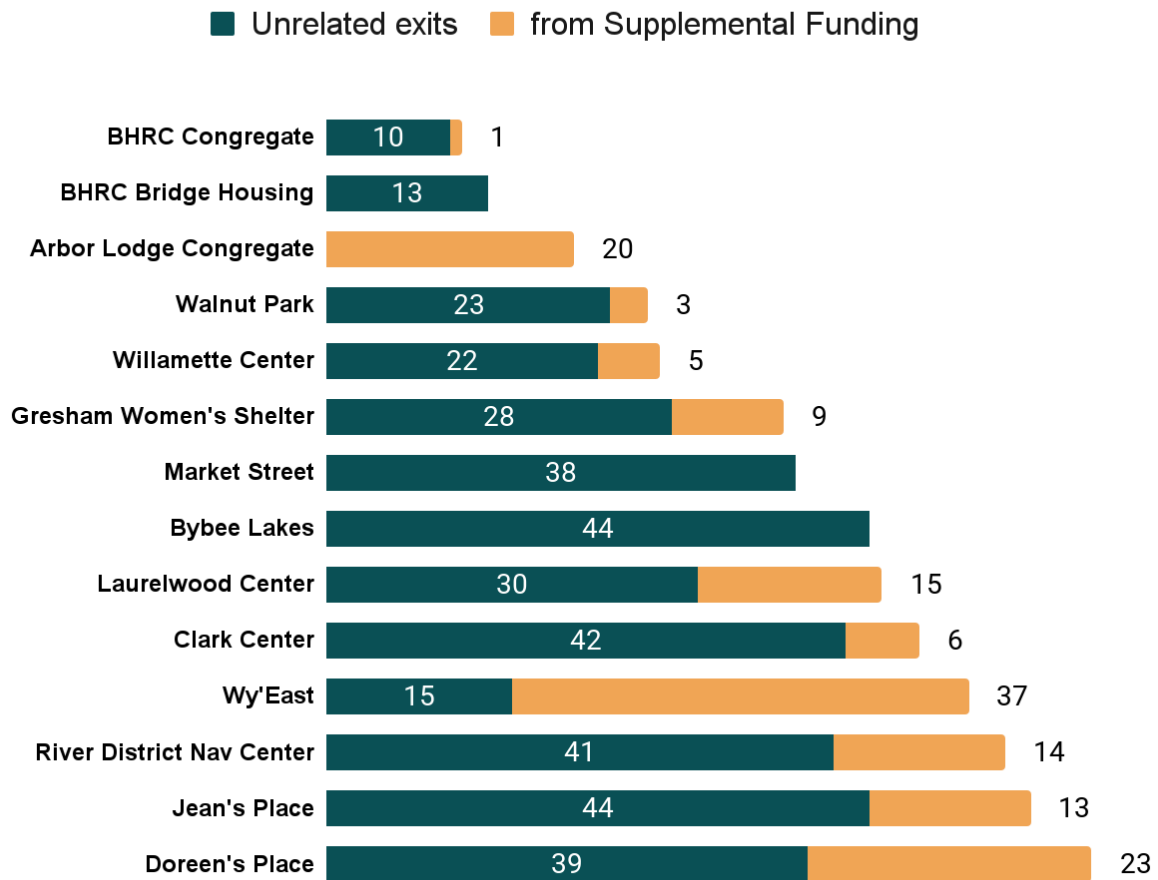
Alternative Shelter Exits to Permanent Housing

■ Unrelated exits ■ from Supplemental Funding



Among alternative shelters, there were multiple programs where all of the reported exits to permanent housing were associated with additional housing placement programs. St Johns Village also experienced a large benefit from these resources (85% of exits to permanent housing), which was not the case for the remaining villages. Aside from Menlo Park (which benefitted from Cultivate Initiatives Inreach program) and one placement from Reedway SRV, the SRV and TASS programs did not benefit from these resources.

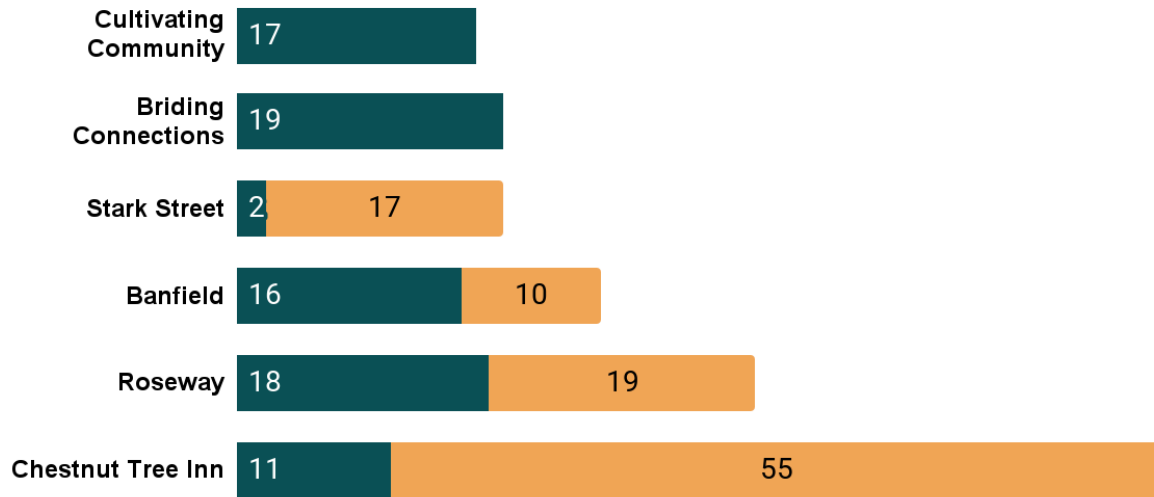
Congregate Shelter Exits to Permanent Housing



The benefit of these housing placement programs was more evenly distributed among congregate shelters. The congregate shelter programs with the highest numbers of exits to permanent housing all had some level of benefit from this supplemental funding. All of the reported exits to permanent housing from the Arbor Lodge congregate program were supported by these external housing programs.

Motel Shelter Exits to Permanent Housing

■ Unrelated exits ■ from Supplemental Funding

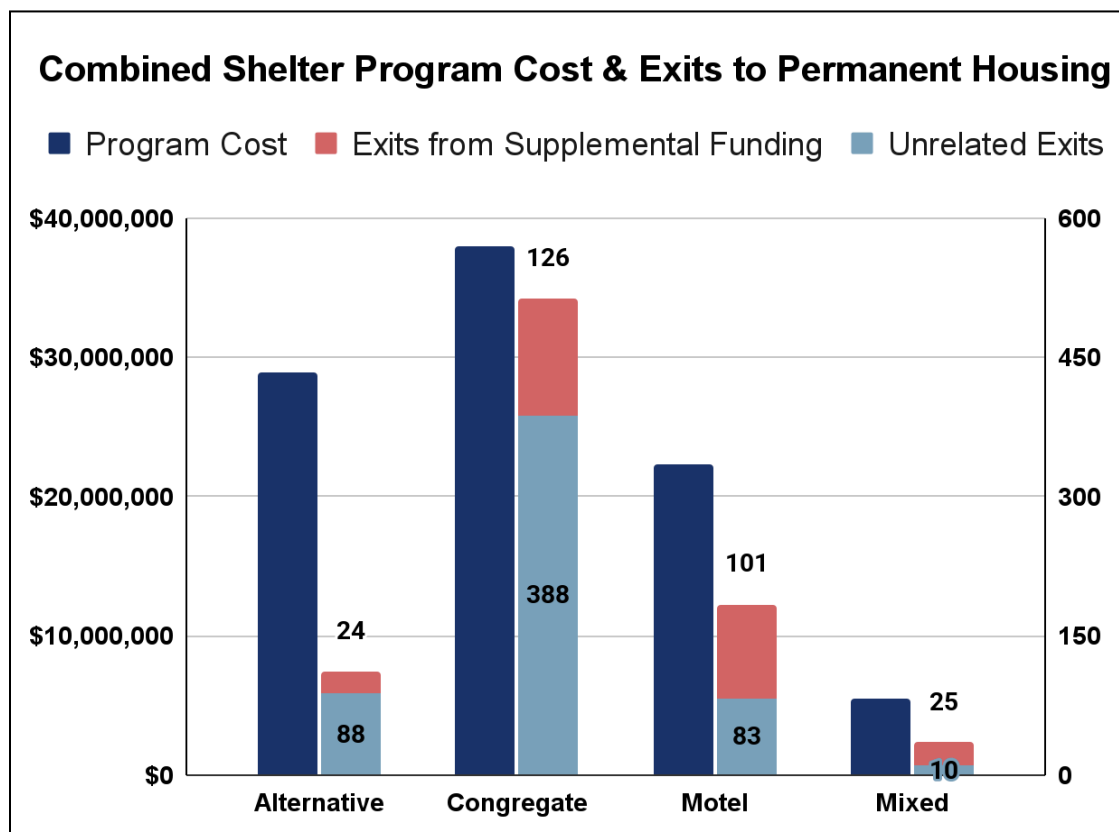


Among motel shelters, we can see that the highest performing programs have all had impacts from these housing placement programs. Stark Street realized the biggest benefit from this funding (89% of exits to permanent housing), followed by Chestnut Tree Inn and Roseway. Chestnut Tree Inn has the largest number of exits to permanent housing in total, and the largest number supported by an additional housing placement program. These programs did not benefit the behavioral health shelters.

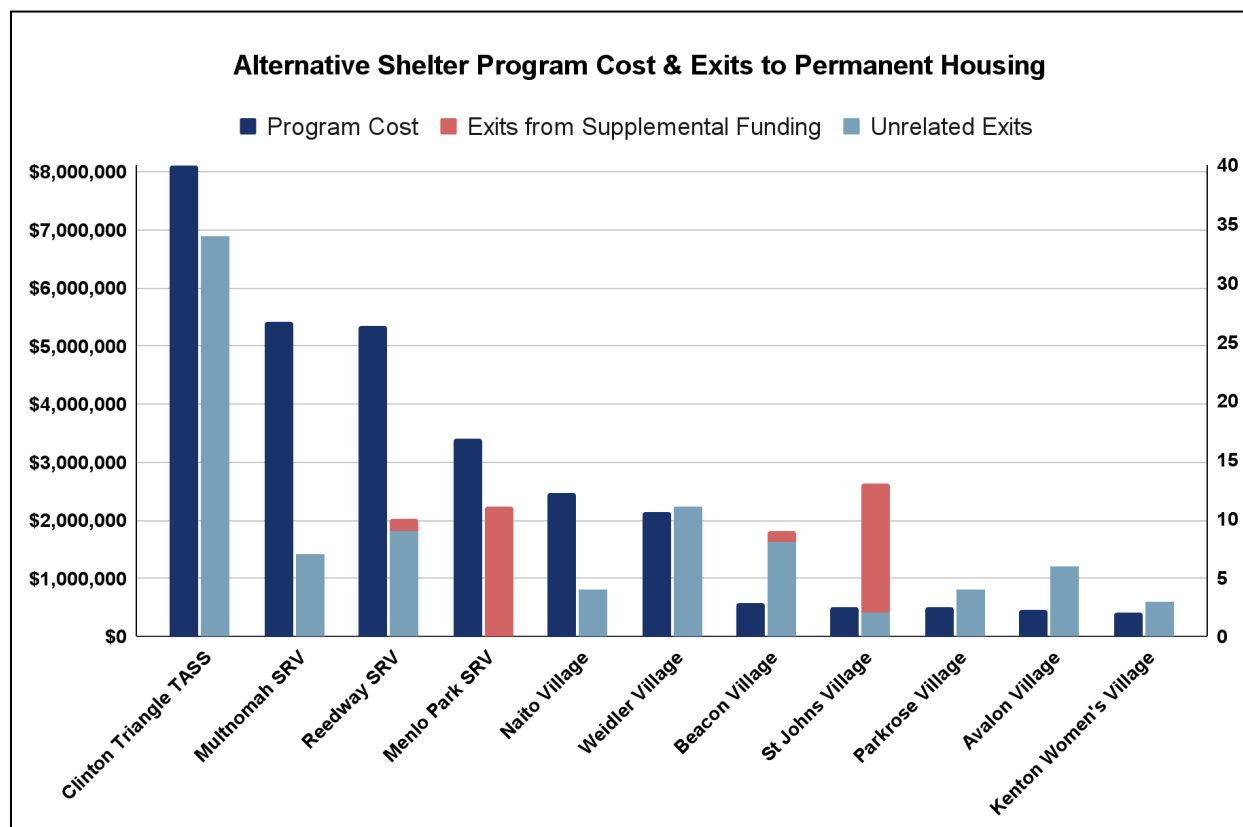
Impact on Shelter Performance & Total Program Cost

In this section, we revisit the comparison between *total program cost* and the *number of individuals who exited to permanent housing* for each shelter type and program with the impact of Inreach and Housing Placement Out of Shelter programs included. Two programs' total cost and total exits to permanent housing are not included in program-specific charts below, because they are mixed shelter types: Arbor Lodge (\$2,911,406 and 25 exits to permanent housing all from supplemental funding) and N Portland Rd (\$5,516,222 and 10 exits to permanent housing, none from supplemental funding). These exclusions result in lower total exits to permanent housing by shelter type than in the previous sections.

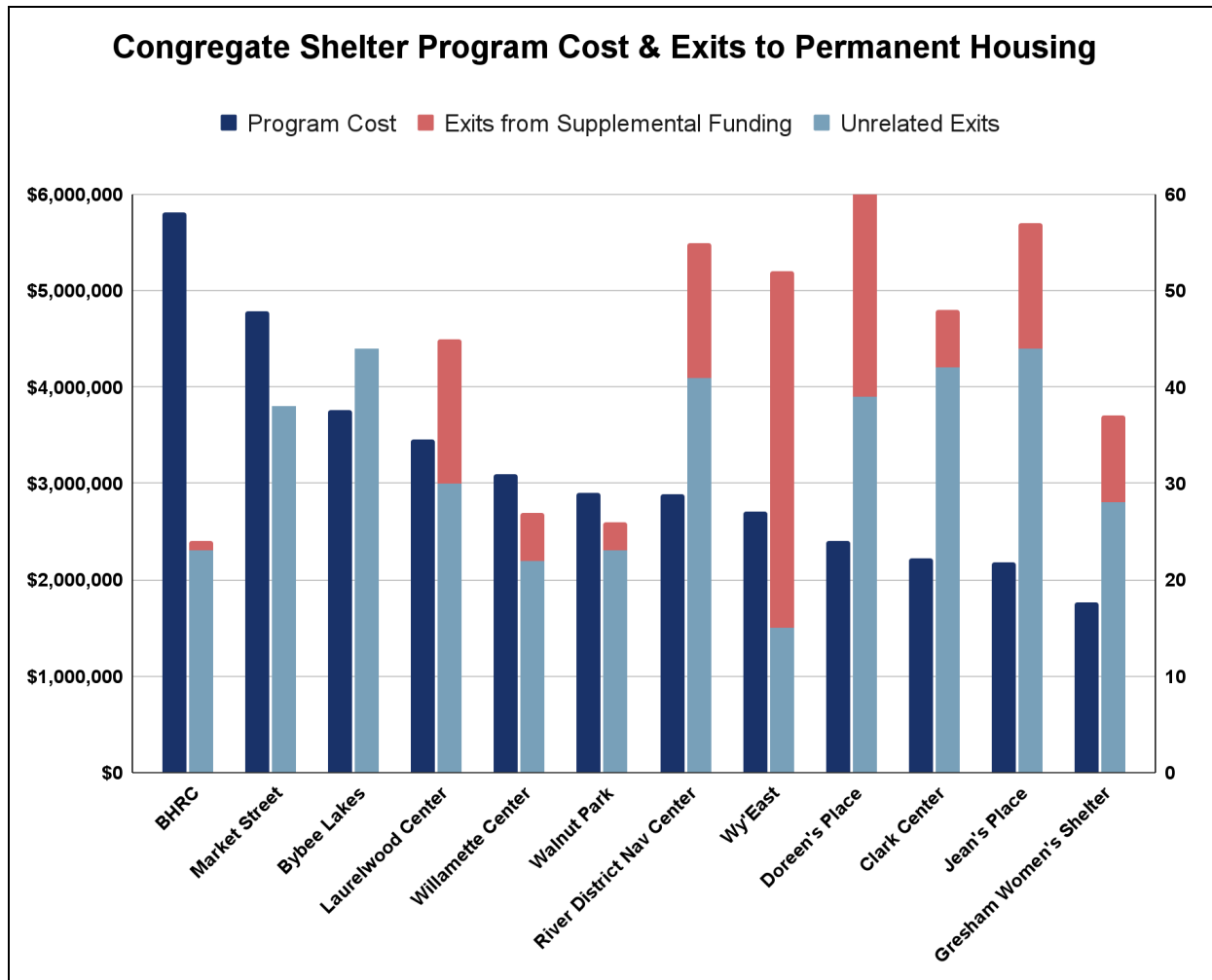
This section helps to assess the impact to each system's performance from these additional housing placement programs, alongside the combined cost of the included programs from each system. While this approach provides additional nuance not captured in the previous sections, it is still limited because the cost of the housing placement from external funding sources is not included with the total program cost. Levels of assistance provided to individuals through these programs varied (based on need, support already being provided by shelter, etc.), so an average cost per successful placement is difficult to accurately estimate.



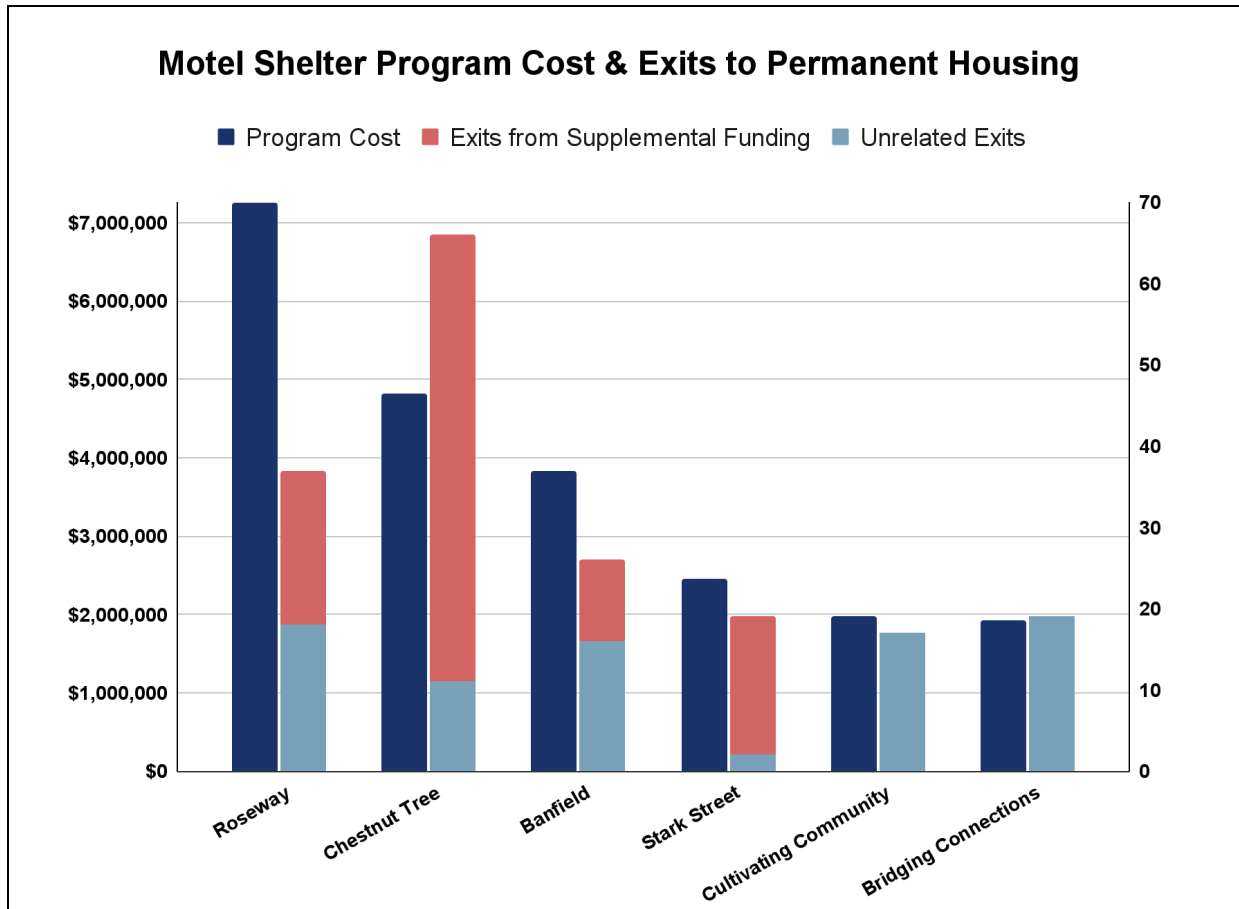
In the chart above each dark blue bar represents the total program cost (per shelter type in the first chart, and by program in the subsequent charts). The other bars represent the number of individuals who exited to permanent housing. The red segment of each of these bars represents the exits that were facilitated by one of these Inreach or Housing Placement out of Shelter Programs, while the light blue segment represents the exits that are unrelated to these programs.



Because there were relatively few placements from alternative shelters that were associated with Inreach and Housing Placement Out of Shelter programs, this particular chart provides a limited amount of insight. It does show that the three most expensive and three least expensive programs experienced little to no benefit from these additional housing placement programs.



Among congregate shelters, the three most expensive programs had little to no benefit from these additional housing placement programs. The total program cost for the Behavioral Health Resource Center (BHRC) was slightly inflated by the inclusion of certain expenses (facilities, security, etc.) that serve the BHRC Day Center as well as the shelter programs.



Among motel shelters, the two lowest cost programs (which were both behavioral health shelters) experienced no benefit from these additional housing placement programs. However, these two motel shelters had the largest number of individuals exit to permanent housing that were not related to the additional funding. Additionally, Banfield had a greater number of exits to permanent housing that were not related to Inreach or Housing Placement Out of Shelter programs than the Chestnut Tree Inn and also had a lower total program cost. This adds important context to the performance of some motel shelters, compared to total program cost alone.

Housing Strategies and Barriers

Qualitative Analysis

This section contains a qualitative analysis of the housing strategies employed and barriers faced by shelter programs included in this review. In September of 2025, the Homeless Services Department (HSD) sent a survey to each shelter program included in this review. The survey included two open-ended questions (listed below). HSD then performed a thematic analysis of the responses to these questions, which informed the narrative below. The specific themes (and their definitions) that were identified from each program's response can be found in the Shelter Profiles appendix of this report.

Housing from Shelter Strategies

Please describe the housing strategy or strategies that were used to help shelter participants move from the shelter to permanent housing in FY 2025, including specific services and resources that were applied. If the strategy of this program included moving participants to non-permanent housing (e.g. another shelter, institution, or transitional program), please also describe that here.

The housing strategies utilized by shelter programs were diverse, with a wide variety of services and resources included among them. The primary focus of each program's housing strategy varied. Some strategies focused more on employment and income, and others emphasized the pursuit of housing subsidies as the primary focus. Some responses to the above prompt were more detailed than others, but common and consistent themes were connected across responses of all lengths. Some of the most common themes are described in the following sections. It is important to note that reductions to program budgets have led to some services being eliminated or reduced for FY 2026. The current housing strategies and resources may be more limited due to these changes. For example, one program pointed out that:

Navigation Specialists were eliminated due to budget restraints for the FY26. Case Managers now assist with rental applications, housing searches, etc. Due to the additional workload on CMs, (the shelter program) is encouraging collaboration with outside agencies that can assist with housing when possible, especially with Veterans engaged with the VA.

Case Management, Navigation and Service Referrals

Utilizing ongoing case management and participant navigation were two of the most common housing strategies. In addition to housing support, case management also regularly involved connecting people to services and providing other support. Participant

“navigation” was included in many strategies, both in terms of service navigation (providing service referrals to meet participant needs, address barriers, and prepare for moving into permanent housing) and formal housing navigation programs, or less formal support with housing searches. When discussing service navigation or referrals a smaller subset of programs specified that connecting participants to appropriate and/or responsive services based on participants’ unique identity, needs, or preferences was an important part of their housing strategy. This included connecting individuals experiencing domestic violence with an advocate, connecting Veterans with the VA, and making other need-based referrals (mental health care, adult protective services, etc.).

Skill Building, Employment and Long Term Stability

Many programs identified strategies intended to prepare people for moving into permanent housing and increase their odds of securing and sustaining that housing. This included skill building through formal training programs or one-on-one support, employment programs or training, and other related activities. Skill building was sometimes connected to employment (e.g. resumes and job applications) but also included a focus on life-skills and independent living (e.g budgeting). Many programs indicated that these strategies were not intended to simply procure housing, but to ensure long-term stability and housing sustainability. Providing housing retention support after placement was also mentioned by a number of programs as part of their strategy in an effort to assure long-term housing stability.

Barrier Reduction

Barrier reduction was included (both by name and indirectly) as part of many programs housing strategies to prepare participants for permanent housing. This included assessing and addressing document readiness (identification, proof of employment/income, etc.), landlord engagement, help with rental applications and other housing-related barriers. Some programs mentioned using client assistance or flexible funds as a form of barrier reduction, to help pay debts, cover moving costs, and provide household essentials. One provider identified some of the barriers that they commonly help address as, “lack of ID, unlicensed and unvaccinated pets, lack of a bank account, criminal record needing expungement, lack of income, progress in recovery, lack of understanding of budgeting and money management, etc.”

Participant Goals, Planning and Preference

Many programs identified engaging in planning with participants as an important strategy, emphasizing participants’ preferences and identified goals. “Case plans” or “housing plans” are often used to encourage and evaluate progress and enable participants to identify and set their own goals based on their preferences. Many

programs emphasize participant choice and preference in the planning process, while also grounding those plans in “housing options that are both realistic and address their needs and wants.” Several programs strived to ensure “individualized pathways that respected participant choice.” In some cases though, client preferences were also identified as a barrier to moving participants into housing (see the Housing Barriers section below).

Subsidies and Funding Resources

Helping participants pursue housing subsidies was often included as part of programs’ housing strategies despite the limited supply of these subsidies also being a barrier to housing for many programs. Several shelters had programs aimed at getting participants on subsidy waitlists and enrolled in benefit programs that can provide sources of income or support. A number of programs also identified the MSST assessment or connecting participants with Coordinated Access as a way to access permanent supportive housing funding. Other housing-related funding resources were also referenced, like Rapid Rehousing and client assistance or flexible funding, which programs used to directly place shelter participants into housing and assist with additional costs associated with housing.

Partnering with External Organizations

Working with and, in some cases, developing partnerships with external organizations was also an important part of the strategy for many programs. Community partners that were commonly identified included housing organizations, service providers, other county programs, property managers, landlords, and the Department of Veterans Affairs. These various organizations can provide additional resources and connect participants to housing in ways that shelter programs cannot on their own. They can also provide services and support that are more appropriate to participants’ unique needs, identity, and preferences. One program described these relationships broadly, “We work with a multitude of providers, referral sources, and agencies to either house our participants or put them in the best position for housing trajectory.” Another program specifically “works directly with numerous apartment complexes so that we can be notified when apartments become available,” in addition to maintaining a number of additional relationships to assist in the housing process.

Transfer to Other Shelters or Institutions

An indirect housing strategy used by many programs was to transfer participants to a destination other than permanent housing, as a stepping stone towards becoming housed or to better meet the participants’ needs. In some cases, transferring participants to another shelter may increase access to resources and increase stability.

One program indicated that they “utilized non-permanent housing pathways,” which included “transfers to alternate shelters for safety, better programmatic fit, or to stabilize participants while awaiting permanent housing opportunities.” Another indirect strategy that was mentioned much less often was transferring participants to institutional destinations when appropriate. This was common among behavioral health shelters and shelters with participants with very high levels of acuity. In these cases, participants were often transferred to settings with more appropriate levels of care, when they were available. There were also some shelters that indicated participants were transferred to a detox or behavioral health facility, when appropriate.

Participant Prioritization

This strategy was less common but noteworthy insofar as it may become an increasingly utilized strategy in the face of additional resource reductions. Prioritization for services occurred when there was a shortage of resources, so that housing resources were focused on, “those who are document ready and have an ability to maintain a level of safe income where eviction is less likely,” and for participants who were demonstrating a high level of engagement in housing programs and plans. Some shelters also extended stays for participants who were actively engaged in an effort to move into housing.

Barriers to Housing from Shelter

What were the biggest barriers or challenges in moving people from this shelter program into permanent housing in FY 2025?

Barriers to housing shelter participants identified in this analysis were fairly limited compared to the number of housing strategies identified. This was largely due to the relatively short responses that were provided to the above question; however, there were several common themes that were connected across multiple responses. Some of the most common themes are described in the following sections. It is important to note that reductions to program budgets have led to some services being eliminated or reduced for FY 2026, and certain barriers to housing may have become more prevalent than they were in FY 2025.

Affordable Housing and Housing Subsidy Shortage

The most common barriers to housing people out of shelter were a lack of affordable housing and a shortage of housing vouchers or subsidies. Some programs focused solely on the lack of affordable housing as the primary barrier, often noting that other barriers had already been mitigated: “Many participants are document ready at this location and waiting for affordable housing.” Some providers identified that this challenge was, “especially acute for households earning at or below 30% AMI, where vacancies remain extremely scarce.” Other providers identified the shortage of rental subsidies or vouchers as the primary barrier preventing low-income participants from exiting shelter to permanent housing. Some providers included both the lack of affordable housing and subsidies as barriers, often in combination. One provider also made connections between these primary barriers and some additional participants’ barriers (lack of employment or adequate income):

[The shelter program] has numerous participants that are document ready, but are unable to move into an apartment due to the high monthly rental costs and an inability to work or maintain a steady and substantial income. Even with a 0-30% AMI, most participants need a life-time voucher to ensure that they will not be evicted.

Inadequate Program Funding

Programs often described inadequate funding alongside a shortage of long-term housing subsidies. They specified that rental assistance and client assistance (sometimes called flexible funding) amounts were insufficient to meet the needs of shelter participants. Additional rental assistance would have allowed for more individuals to move into permanent housing, and additional client assistance or flex

funds would have helped fill “gaps in resources to cover move-in costs, deposits, arrears, and basic household setup items.”

Participant Acuity and Limited Access to Services

Rising patient acuity was another more common barrier identified by programs. One program specified that this was compounded by a lack of appropriate or adequate staffing. “Increased complexity of participant needs (medical, behavioral health, safety) required more intensive case management than available staffing and resources could consistently provide.” In direct connection to patient acuity, limited access to health and treatment services was also described as a barrier both to participants in shelter and for those who have or are considering moving into permanent housing. While many programs were able to provide some level of mental health and substance use disorder support (sometimes through a community partner) while participants were in shelter, programs noted that there was, “a lack of accessible, sustained mental health and substance use supports post-placement, making housing retention more difficult.”

Participant Preference, Hesitancy and Engagement

A number of barriers were related to participant choice or preferences. For some shelter participants, the possibility of eventually losing their permanent housing and facing eviction was a major concern around moving into permanent housing. Additionally, some participants were hesitant to move into permanent housing due to fear of losing access to services, resources, or community. This could include losing access to health services and other vital resources or being separated from communities that support participants in their efforts at long-term stability. One program summarized this type of hesitancy as such:

Without ongoing mental health treatment and SUD support, many participants cannot afford their medication, medical and mental health care and if they are sober, the fear of relapsing due to the stress of isolation is too great to move into an apartment. Many participants would prefer to remain at a motel (or village) shelter as a permanent location due to many of these factors.

There was also a less commonly mentioned barrier of participant engagement, both with individual service providers and broader efforts at procuring permanent housing. One program indicated that despite a number of participants being Veterans, many of them resist engaging in services from the Department of Veterans Affairs (which can provide additional housing resources) due to historical trauma. Another program indicated that, “folks who were at this program by and large did not want to be there, which means the participants there, by and large, weren't interested in obtaining permanent housing for themselves.” This specific type of participant barrier was only

identified by a single program, but is still an important perspective to consider and highlights the importance of connecting participants with programs that meet their needs and align with their housing goals.

Other Participant Barriers

Some additional participant barriers that were mentioned less frequently included a lack of income or employment and participant debt or legal history. Lack of employment and adequate income are both barriers that are common for participants pursuing housing without a long-term subsidy. Evictions, outstanding debts, and other financial history also created barriers for shelter participants. Several programs indicated that individuals were awaiting expungement or other legal support services to help remove these barriers. Individuals with criminal charges on their record (especially specific charges, like arson or sex-related offenses) face additional barriers to housing, as they are often denied housing opportunities. One program indicated that “legal barriers consistently serve as the largest reason for housing denial, even at PSH programs and residential facilities.”

Racial Equity Analysis

The analysis used for this section follows the same methodology that is used for contract monitoring among Homeless Service Department programs. HSD examines racial equity among people served by programs as a measure of representation and reviews the extent to which the race/ethnicity of the people served is proportional or similar to the demographic characteristics of the comparison population. The percentages of programs' populations that identify as a certain racial/ethnic group are compared to the same group among comparison populations. The comparison population used for shelter programs is all individuals who were on the Homeless Service Department's By Name List (BNL) in FY 2025.

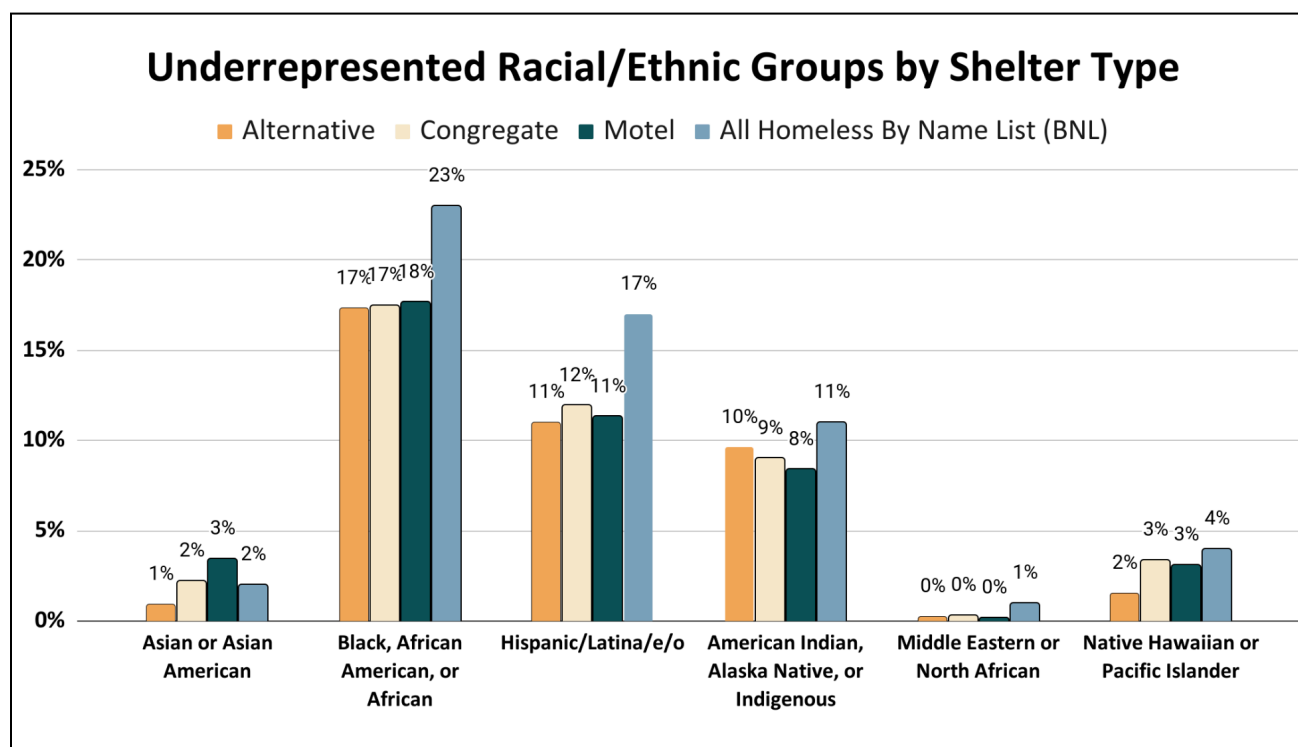
For all groups except "white (alone)," individuals are counted in each race/ethnicity they identify with. The white (alone) group only includes individuals who identify as white, and no other race or ethnicity. HSD assesses the white racial category this way because race is being used as a proxy for measuring social factors associated with race, especially racism and discrimination. Multiracial people who are partially of white descent are rarely perceived or treated as white, therefore including multiracial people in the white category would reduce the accuracy of statistical estimations for this subpopulation.

It is important to note that, for smaller shelter populations, it may be harder to align with comparison rates due to the fact that one participant may account for a large portion of the total population. For example, in a 10 person shelter, each person accounts for 10% of the population. Three of the racial/ethnic groups account for less than 5% of the comparison population, so having one individual from each of these groups would lead to an underrepresentation among one or more of the remaining groups. Additionally, there is a higher percentage of individuals with unknown/unreported race or ethnicity among the comparison group (9%), compared to the shelter population (1%) included in this analysis. There is no way to know if accounting for the race/ethnicity for 8% of the unknown population on the BNL would lead to relatively more or less representation for some groups among the shelter population.

Underserved Groups

With only one exception (Asian or Asian Americans among congregate shelters), all racial/ethnic groups except white (alone) were underserved by all shelter types. Some individual shelters were able to appropriately serve or slightly overserve these groups, but on average they were underserved across the shelter system. The two racial/ethnic groups that faced the most noteworthy underrepresentation were the Hispanic/Latina/e/o and Black, African American, or African populations. American

Indian, Alaska Native, or Indigenous; Asian or Asian American; Middle Eastern or North African; and Native Hawaiian or Pacific Islander racial groups were also underrepresented at this system level, but much less so than the previous two populations. This trend remained for these groups when disaggregated by shelter type.



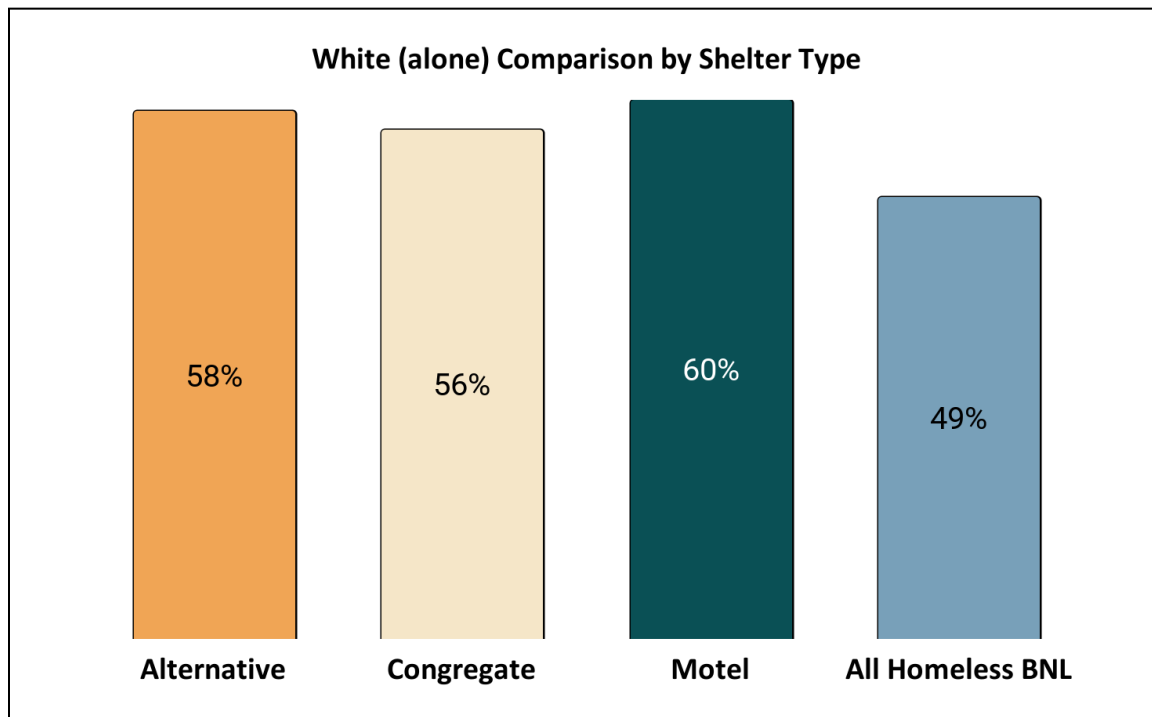
One of the most underserved racial/ethnic groups among adult shelters was the Hispanic/Latina/e/o population, which accounts for 17% of the BNL population, but only 11% of the shelter population (for programs included in this review). This group was underrepresented (often substantially) at all but three shelter programs included in this review. Two of those programs where this group was not underrepresented were alternative shelters that prioritize BIPOC individuals for participation in the program, and the other only served 1% more people from this population than the comparison group. This underscores the need for intentional programming to address this underrepresentation, as it appears to occur without (and sometimes in the face of) culturally specific programming.

The Black, African American, or African population was also underrepresented across the shelter system, accounting for 23% of the homeless population but only 17% of the shelter population (for programs included in this review). This was the same difference in overall representation as the Hispanic/Latina/e/o population (6%), but the Black, African American, or African population was substantially underrepresented at a fewer total number of shelter programs. It is also important to note that a motel shelter

program that exclusively served this population in FY 2025 was excluded from the review, due to its recent closure. Those units were converted into scattered site motel units based on guidance from providers and community.

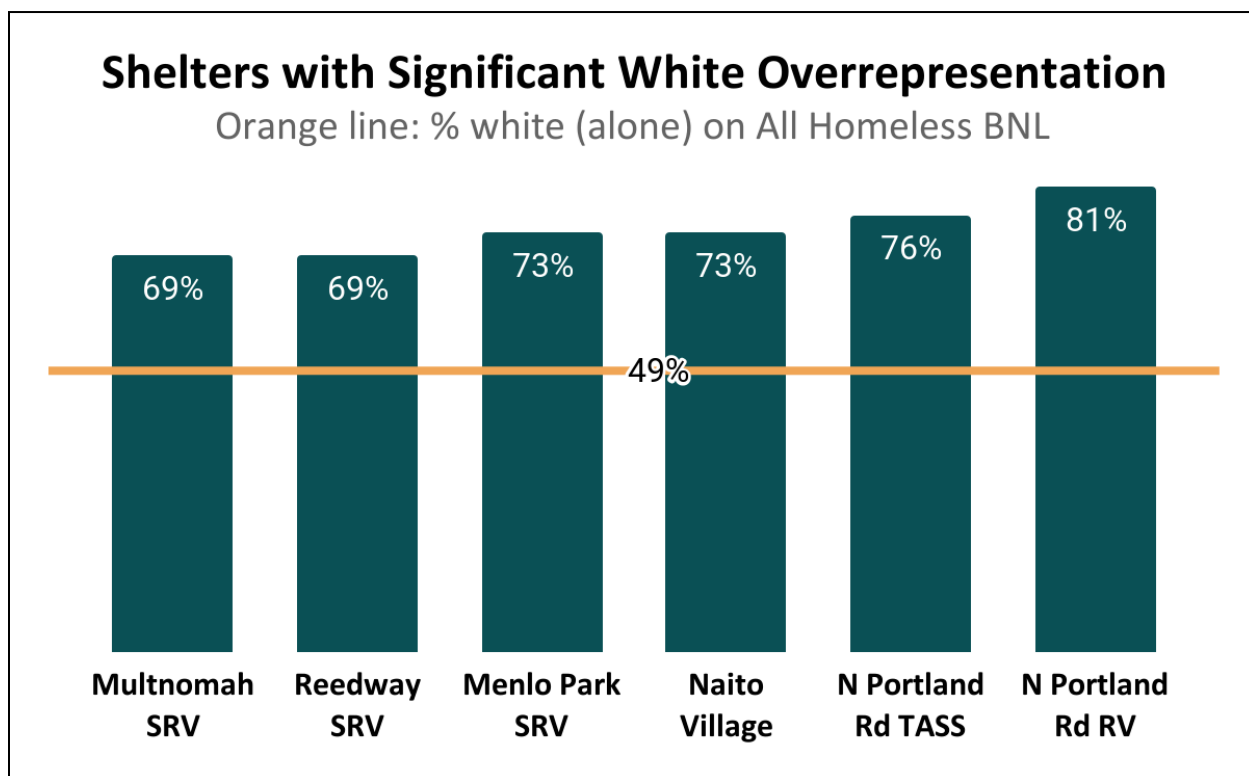
Overserved Groups

The white population was overrepresented across the shelter system. White individuals represented 59% of the total population (for programs included in this review) compared to 49% of the all homeless BNL.



This trend held across shelter types. Motel shelters served the largest proportion of white people and congregate shelters served the smallest. This overrepresentation was especially acute among several alternative shelters, with the exceptions being a few villages that prioritize BIPOC participants (Weidler, Parkrose and Avalon).

Programs with Substantial Overrepresentation



Programs that served the white population at a difference of 20% or more than the comparison population included: Menlo Park SRV, Multnomah SRV, Reedway SRV, Naito Village, N Portland Rd TASS & RV programs. The Hispanic/Latina/e/o population was severely overrepresented at Weidler Village, but these outcomes were both by program design, in an attempt to address previously existing inequities. A separate inquiry into the factors causing white overrepresentation at the above programs (referral sources, intake requirements, etc.) will be necessary in order to address this issue.

Discussion and Recommendations

Performance and Cost

Shelter Performance

This review identified some important trends in shelter housing performance and program cost from FY 2025. A total of 6,731 people were served by the 31 adult shelter programs included in this review, and 33% of those individuals were chronically homeless. Congregate shelters served the largest total number of people (5119), but alternative shelters served the largest proportion of chronically homeless individuals (44%). The average annual occupancy rate for all shelter programs included in this review was 88%. Annual occupancy rates among programs ranged from 57% to 99%. Average occupancy was slightly higher among alternative shelters (89%) and slightly lower among motel shelters (82%), including two behavioral health motel shelters. The average length of stay for all exits from shelter included in the analysis was 73 days, while average length of stay for all included exits to permanent housing was 160 days. In both cases congregate shelters had the shortest average length of stay. For all exit destinations, motel shelters had the longest average length of stay (180 days). Alternative shelters had the longest average length of stay for exits to permanent housing (260 days).

The average exit to permanent housing rate for all included programs was 16%. This average was highest for motel shelters (38%) and lowest for congregate shelters (12%). Despite having the lowest exit to permanent housing rates, congregate shelters exited the largest total number of people to permanent housing (534), compared to motel (84) and alternative shelters (122) in FY 2025. Due to the limitations associated with measuring exits to permanent housing using exit rates or counts alone, a new exploratory metric was introduced: the *annual rate of exits to permanent housing per bed or unit*. Connecting the actual number of people exiting to permanent housing to the number of units or beds allows for comparison across shelters of varying sizes, and grounds the number of individual exits to permanent housing in the finite number of shelter beds or units available. Using this metric, the average rate for all included programs was 0.39 exits to permanent housing per bed/unit. In other words, for every 2.5 shelter beds/units included in this analysis, approximately one person exited to permanent housing in FY 2025. Among the programs included in the review, motel shelters were the most effective at exiting people to permanent housing (0.52 exits to permanent housing per unit) and alternative shelters were the least effective (.21 exits to permanent housing per unit). Congregate shelters had an average of 0.45 exits to permanent housing per bed.

In conclusion, motel shelters were the most effective at exiting people to permanent housing, with an average exit to permanent housing rate of 38% and 0.52 exits to permanent housing per unit in FY 2025. Despite having a lower average exit to permanent housing rate than alternative shelters (12% for congregate vs 18% for alternative), congregate shelters outperformed alternative shelters in FY 2025 when comparing them using the new metric (0.45 exits to permanent housing per bed vs 0.21 exits to permanent housing per unit). It is important to note that many factors affect the performance of shelter programs (e.g. additional housing placement funding), and shelter types alone are not a reliable indicator of shelter outcomes.

Exits to permanent housing were the primary indicator used to measure the performance of shelters in this review. However, it is important to note a large amount of missing data as one of the major limitations of shelter exit data. More than half of the 5,213 exits from shelters included in this analysis had unreported exit destinations, and approximately 93% of those unreported exit destinations were from congregate shelters.

Shelter Cost

The combined cost of the 31 shelter programs included in this review was approximately \$98 million in FY 2025. The average total program cost for all included shelter programs was approximately \$3.2 million and ranged from \$400,000 to \$8 million. The average total program cost was highest for motel shelters (\$3.7 million) and lowest for alternative shelters (\$2.7 million). The average total program cost for congregate shelters was also \$3.2 million. The total program cost from FY 2025 was divided by the number of beds or units, to be able to better compare programs of different sizes.

The average cost per bed or unit among all programs included in this review was approximately \$47,000 per year, and ranged from \$20,000 to \$112,000 per year. Congregate shelters had the lowest average cost per bed (\$37,000) and motel shelters had the highest average cost per unit (\$62,000). The average cost per unit for alternative shelters was approximately \$51,000 in FY 2025. It is important to note that some alternative and motel programs allow a limited amount of double occupancy units, which increases the maximum capacity beyond the total number of units. In those cases, the cost per bed (i.e. the number of spaces that can be occupied by a single individual) would actually be slightly lower than the cost per unit that was calculated.

Shelter Performance Compared to Cost

Among the programs included in this review, congregate shelters had the most average exits to permanent housing per program (43), motel shelters had an average of 31 exits to permanent housing per program, and alternative shelters had the fewest average exits to permanent housing per program (10) in FY2025. On average, motel shelters were the most expensive programs and alternative shelters were the least expensive. However, congregate shelters had the lowest cost per bed (\$37,000) in and more exits to permanent housing per bed (.46) than alternative shelters in FY 2025. Alternative shelters cost \$51,000 per unit on average and had 0.21 exits to permanent housing per unit in. Motel shelters were the most expensive per unit (\$70,000) and had the most exits to permanent housing per unit (0.52) in FY 2025.

From these comparisons, we can see that congregate shelters were less expensive (per bed) and also had a greater number of average exits to permanent housing per program and per bed than alternative shelters. Motel shelters were the most expensive programs, and they also exited the most people to permanent housing per unit. The difference between congregate shelter and motel shelter performance (.07 exits to permanent housing per bed/unit) was negligible compared to the difference in average cost per bed/unit (\$37,000 vs \$62,000). Alternative shelter was the least effective at exiting people to permanent housing, and had a higher per unit cost than congregate shelters. These results imply that congregate shelters were the most cost-effective shelter type for exiting people into permanent housing in FY 2025. However, as noted previously, access to housing resources that are not included in a shelter's operational cost impacts and complicates any conclusions regarding the comparisons between shelter cost and performance.

Shelter Housing Resources

Impact of Additional Housing Placement Funding

The cost and performance comparisons above do not include the additional funding provided to shelter operators through Inreach and Housing Placement Out of Shelter programs, which accounted for a considerable amount (33%) of all exits to permanent housing in FY 2025. Some shelters experienced a considerable boost in the number of exits to permanent housing as a result of these housing programs, while others received little to no resources from these programs. About 55% of all exits to permanent housing from motel shelters were associated with one of these programs, while less than 30% of exits from alternative or congregate shelters were. Shelter operators that also operated Inreach and Housing Placement Out of Shelter Programs benefited the most from these programs, including Cultivate Initiatives, Do Good Multnomah, Our Just Future, and TPI.

With the exception of two housing placements, the remaining shelter operators experienced no benefit from these housing placement programs. This differential access to a vital resource must be taken into consideration when evaluating the performance of shelter programs.

Resource Shortage Across Shelter Programs

Given the impact of housing resources on shelter outcomes, limited access to housing resources across the adult shelter programs in Multnomah County resulted in the adult shelter system being less effective at moving people into permanent housing. Insufficient funding and a shortage of housing subsidies were two of the most commonly identified barriers to exiting people from shelter to permanent housing in FY 2025. These primary bottlenecks for our shelter system resulted in programs being less effective at housing people out of shelter, despite efforts by program staff, case managers, and community partners. While the number of shelter beds and programs has increased over the past year, many housing-focused services and positions across programs were reduced or eliminated for FY 2026, due to funding reductions. Insufficient funding and staffing transitions were already indicated as major barriers in FY 2025, and these additional reductions may create even more barriers that lead to worse outcomes.

Housing More People with Fewer Shelter Units

With the current landscape of extremely limited funding and the expectation of additional funding limitations in the future, it is unlikely that additional resources will become available to adequately support the number of shelter programs currently in operation. Providing adequate funding to an appropriate number of shelter programs may still be possible, and we may still be able to sustain and even improve system performance. Specifically, there may be an opportunity to shelter and house more individuals with fewer total shelter units across our adult shelter system.

While it may seem counterintuitive to expect that we would see more people sheltered and housed each year following a reduction in shelter capacity, it is possible to achieve this through targeted increases in housing placement resources and programmatic adjustments. This may be achieved by strategically reducing the number of programs, retaining as much as possible of the funding recouped through any reductions, and redistributing those resources among our remaining programs and/or through Inreach and Housing Placement Out of Shelter programs. Theoretically, increasing the amount of housing placement resources available to a limited number of shelter programs could lead to an increase in the total number of people placed into housing out of shelters in a fiscal year. This would lead to a decrease in the average length of stay for those exiting the shelter, and therefore allow for a greater total number of people being served in

(fully resourced) shelters each year. A very basic theoretical model for how this might be achieved is described in the next section.

Theoretical Model

The average LOS for exits to permanent housing among shelters included in this review was 160 days (ranging from 35 to 460 days). For more than half of the programs in this review, the average was under 180 days. This includes many of the programs with the highest number of exits per bed/unit. If all housing-focused shelters were able to decrease their average length of stay to 180 days or less (would require 15 programs to make reductions in average length of stay), this would allow for programs to exit at least two individuals per bed/unit, on average, across the shelter system. If at least half of those individuals were exiting to permanent housing (several shelters were already near or above a 50% exit to permanent housing rate in FY 2025), that would roughly equate to one exit to permanent housing per bed/unit, per year. That is more than double the 0.39 exits to permanent housing per bed, per year that occurred in FY 2025. Therefore, the same number of exits to permanent housing (841) that occurred in FY 2025 with approximately 2,300 shelter beds/units included in this review, could theoretically be achieved with as few as 841 shelter beds under the right circumstances (i.e. with the appropriate amount of resources). With greater number of beds/units retained, there is also potential to increase the total number of exits to permanent housing annually. For example, with 1,700 adequately resourced housing-focused shelter beds/units (~700 less than we have now) that performed at the same level as described above (1.0 exits per bed/unit), the number of exits to permanent housing could theoretically be double what it was in FY 2025.

Equitable Access to Housing-Focused Resources

Many of the people who exited from shelter to permanent housing did so with the support of external Inreach or Housing Placement Out of Shelter Programs. Because these programs were administered by a select number of providers, access to these resources was not equitably distributed across all shelter programs and some shelters had no access to these programs in FY 2025. Currently, many of the service providers that receive these funds use them strategically among only the shelters they operate. It is the goal of HSD that people facing homelessness be able to access a similar level of support, regardless of their point of access. Strategic alignment between shelter programs and providers of housing placement programs can assure that these resources are more evenly distributed among all housing focused shelter programs. In order to achieve this alignment, it may be appropriate to assign a Placement Out of Shelter or Inreach program to each housing-focused shelter, and provide resources proportionate to program size or the number of people they are able to serve.

Additional Considerations

Cost Considerations

Shelter Models not Included

There are additional sheltering models being utilized in Multnomah County that were not included in this review because they were outside the scope of this report. This includes programs like overnight only shelters, recuperative care programs or scattered-site motel sheltering (a lower-cost model that involves providing vouchers for participants to shelter at an operational motel that is not operated by a service provider). There are also additional sheltering models (Single Room Occupancy [SRO] Hotels and Safe Parking site) which may provide additional cost saving shelter options.

Long-Term Facilities Costs

Ongoing maintenance and upkeep costs for shelter facilities were not considered in this review; however, the HSD Shelter Development team has done extensive work to track the difference between maintenance and upkeep costs across shelter types and among specific programs. When considering any alterations to our current shelter system, it will be important to take into consideration these and other long-term costs that might be associated with specific programs or shelter types.

Mixed or Braided Funding

Some programs are funded through braided funding streams, where multiple funding sources combine to cover the full cost of a program. In cases where Multnomah County only pays for a portion of the total cost, reducing or removing County funding for those programs could lead to a greater reduction of total resources than the value of the funding that would be recouped by the County. In other words, if funding is pulled back from a program where we only fund 50% of the total cost, there is a possibility of the entire program closing. In this case, the loss of all shelter units associated with that program may be more valuable than the amount of recouped funding.

Programmatic Considerations

Housing-Focused Shelter for Housing-Focused Participants

Participant hesitancy and, in some cases, lack of engagement are housing barriers for some programs. Retaining a limited amount of lower-cost (and lower resource) shelter options may be an important strategy in removing those barriers, while still meeting the needs of shelter participants that are not interested in moving from shelter to permanent housing. While the City of Portland has expanded their overnight-only shelter capacity,

this shelter model may not be appropriate for everyone experiencing homelessness. Some 24/7 shelters for people experiencing homelessness, who are not currently interested in moving into permanent housing, may also be necessary to address the wide array of needs across the community.

Prioritizing services for housing-focused participants is already practiced to a certain extent, through service prioritization at certain programs, and through indirect pathways from shelters with less services to those with more. For example, many people who are able to enter the higher-resourced motel shelters in our system are only able to do so after getting a referral from a congregate shelter that has identified them as a potential “good fit” for these programs. Some shelters also have graduated service models at a single site, like the BHRC and Bybee Lakes, in which participants receive more services and resources after demonstrating successful engagement at a lower level. Some of the higher performing shelters also have participant requirements (like abstinence at Jean’s Place and Doreen’s Place), to ensure that participants are able to work on their housing goals in the company of participants with similar goals and preferences.

Indirect Pathways to Housing from Shelter

When considering any changes to the shelter system, it may be beneficial to avoid disrupting any indirect, multi-stepped pathways to housing that are currently functioning well. As briefly mentioned above, there are multiple operators (who operate multiple shelters) with “integrated” shelter systems, that allow for more direct pathways from congregate shelter, to alternative or motel shelter, and then to housing. Some examples include TPI’s transfer of participants to Banfield Motel and Our Just Future’s transfer of participants from Gresham Women’s Shelter to Chestnut Tree Inn. Because the initial exits (e.g. exiting a congregate shelter to a motel shelter) in these pipelines are counted as “exits to homelessness,” they are harder to track as positive movement through the shelter system. It is important to consider these pathways and positive exits when evaluating program performance and system functionality.

Programs for Target Populations

Some shelter programs serve culturally specific populations and other targeted populations (Veterans, people with criminal justice involvement, female-identifying participants, etc.). The value of these programs’ equity focus are not accounted for in the cost or outcomes included in this review. Programs that serve specific populations as part of ongoing efforts to reduce disparities should be given extra consideration when making any adjustments to the adult shelter system. As noted in the racial equity analysis, our shelter system overserves white individuals, so programs that target underserved racial and ethnic groups are vital for a more equitable shelter system. Elimination of these programs could exacerbate current racial inequities. Similarly,

health-related shelter programs (like the BHRC) should be given additional consideration, as they serve target populations and help to mitigate significant challenges for other shelter programs.

Lived Experience and Participant Preference

While this review is lacking participant perspectives or direct input from people with lived experiences of homelessness, HSD is looking forward to the publication of the first Pathways to Housing⁷ report by the Homelessness Research and Action Collaborative in early 2026. Using a survey of ~400 individuals, this report will provide useful insights into the shelter and service utilization and preferences of people experiencing sheltered and unsheltered homelessness. Additionally, the Pathways to Housing project was guided by an independent group of individuals with lived experience.

Participant preference is also an important consideration for ensuring that shelter programs are fully utilized and able to meet the needs of the people they are intended to serve. Some local studies have found that people experiencing homelessness prefer alternative and motel shelters over congregate shelters. In a study of alternative shelters⁸ participants expressed that “alternative shelters offered greater privacy, autonomy, safety, and connection to peers and staff than congregate shelters.” Another study⁹ found that people experiencing unsheltered homelessness strongly preferred motel shelters to congregate shelters.

Additional Review and Evaluation

It would be beneficial for HSD to conduct this same type of system-wide review at the conclusion of each fiscal year, codifying it into part of the annual evaluation framework. Contract monitoring is performed (using a very similar set of metrics) for all shelter programs, but a comprehensive comparison across programs is more useful for high-level decision making related to the shelter system. HSD is in the early stages of developing <https://www.pdx.edu/homelessness/pathways-through-shelter-housing> more nuanced and adaptive shelter system monitoring.

⁷ <https://www.pdx.edu/homelessness/pathways-through-shelter-housing>

⁸ <https://www.pdx.edu/homelessness/alternative-shelter-evaluation>

⁹ https://pdxscholar.library.pdx.edu/hrac_pub/16/

Appendix 1: Shelter Program Profiles

Shelter Profile Guide

This guide (pages 99-105) explains the information contained in each program's profile.

HMIS start date: the date the shelter program began collecting data in HMIS

Contracted with: organization that funds the shelter

Operator: organization that operates shelter

Shelter Type: Alternative, Congregate, Motel, RV Parking, or mixed models

Bed/Unit Count: The number of beds or units at the shelter (if any units can be occupied by more than one person it will be indicated here)

Additional Details: other unique information about the shelter model or program

FY 2025 Cost: Total cost of the program in FY 2025 (with HSD-specific funding broken out when available/appropriate)

FY 2026 HSD Budget: The amount budgeted for FY 2026

The services provided by each program (either directly or through a partner) are identified in a table in each program's shelter profile.

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation				Legal services			
Medical Care				Technology access			
Mental Health Care				Rental Assistance			
SUD treatment				Client Assistance			
Employment support job skills training				Housing Case Management			
Peer Support				Life skills training			
Transportation				Benefits access			

FY 2026 Reductions: Any changes to the services provided in FY 2026

Housing Strategy Themes:
See page 101

Housing Barrier Themes:
See page 103

Shelter Service Descriptions

In the survey completed for each program, the following language was used to describe the services listed in the table above:

Housing Navigation (limited focus on finding and securing housing)

Housing Case Management (comprehensive ongoing support for housing stability and retention)

Client Assistance (additional housing costs for individuals: storage, ID, etc.)

Rental Assistance (funds to cover the cost of rent)

Medical Care (e.g. basic medical triage, medication assistance, first aid, or wound care, provided by healthcare or community health workers)

Mental Health Care (provided by psychiatrists, psychologists, clinical social workers, counselors, or therapists)

Substance Use Disorder treatment (Counseling, behavioral therapy, and/or medication)

Employment support and/or job-skills training (provided by employment professionals)

Life skills training (building a grocery list, meal planning, house keeping, etc.)

Legal services (record expungement, court navigation, immigration support provided by attorneys or legal professionals)

Benefits access support (medical [OHP], food [SNAP], cash [TANF], etc.)

Peer Support (provided by a trained peer worker)

Transportation (ride service, bus tickets)

Technology access (Internet, phone, etc.)

Housing Strategy Themes

Themes were identified from programs' responses to the following question:

Please describe the housing strategy or strategies that were used to help shelter participants move from the shelter to permanent housing in FY 2025, including specific services and resources that were applied. If the strategy of this program included moving participants to non-permanent housing (e.g. another shelter, institution, or transitional program), please also describe that here.

Housing Strategy Theme Definitions

Barrier Reduction: Working with participants to remove barriers to housing or employment, such as lack of income, identification or bank account; application processes; and landlord engagement.

Case Management: Participants engaging in active case management and/or with case managers.

Client Assistance Funds: Funds to assist participants with barrier reduction, moving and move-in costs, and other housing-related expenses.

Coordinated Access/MSST: Helping participants engage with coordinated access and administering or referring for MSST assessments.

Document / Housing Readiness: Assessing and/or improving participants' readiness to be housed, often as it relates to having the appropriate documentation.

Employment / Income: Assessing (to match with appropriate housing options) and/or improving income and employment for participants through training/employment programs, benefits enrollment, etc.

Housing Agencies: Maintaining relationships or partnerships with housing agencies to help participants gain access to permanent housing opportunities.

Housing Funds / Subsidies: Utilizing housing subsidies and external funding sources when available.

Housing Search / Navigation: Assisting participants in housing searches informally, and/or as part of formal housing navigation.

Long-term Stability: Emphasizing/improving participants ability to sustain housing long-term.

Participant Goals / Plan: Focus on participants' housing-related goals or more formal planning with participants around achieving their goals.

Partner Organizations: Maintaining relationships or partnerships with other organizations such as the VA, housing agencies, and other service providers.

Prioritize Participants: Prioritizing participants for housing services and/or case management (including extending shelter stays) who are document ready, have stable income, and/or are consistently engaging.

Property Managers: Maintaining relationships with property managers and/or landlords to help connect participants to housing opportunities and/or providing landlord engagement.

Rapid Rehousing (RRH): Using RRH funds to place participants into housing

Rental Retention Support: Continued support offered to participants after securing housing.

Responsive / Appropriate Services: Providing or referring participants to services based on their identity, preferences, and/or needs.

Service Referrals: Referring participants to external services

Skill Building: Helping participants develop skills for independent living

Transfer to Another Shelter: Exiting participants and transferring them to a different shelter program to increase housing opportunities (often from congregate to alternative or motel) or for a more appropriate shelter placement.

Transfer to Institution: Exiting participants to institutional settings (treatment facilities, care homes, etc.) rather than permanent housing, when appropriate.

Veterans Affairs: Maintaining relationship or partnership with the Department of Veterans Affairs.

Housing Barrier Themes

Themes were identified from programs' responses to the following question:
What were the biggest barriers or challenges in moving people from this shelter program into permanent housing in FY 2025?

Housing Barrier Theme Definitions

Affordable Housing Shortage: Lack of affordable housing options for participants with low income.

Document Readiness: Participants not having the proper documentation to access housing (identification, financial information, and other legal documents).

Fear of Service Loss: Participant fear of losing services attached to shelter programs when exiting to housing.

Inadequate Funding: Shortage of rent assistance and flexible client assistance funds; not enough funding for appropriate staffing and services.

Limited MH / SUD Treatment: Limited access to mental health and substance use disorder treatment for clients in need of these services, both in shelter and post-housing placement.

Limited MSST Access: Limited ability to get participants assessed for coordinated access.

Participant Acuity: Increased client needs due to medical issues, behavioral health, intellectual and developmental disabilities, substance use disorders, and other issues (e.g. post-traumatic stress disorder or traumatic brain injuries).

Participant Debt / Legal History: Participants criminal records and/or outstanding debts prevent them from accessing many housing opportunities.

Participant Engagement: Participants unwilling to engage in housing-focused services

Participant Income / Employment: Participants without employment and/or low or no income.

Participant Preference: Participants preferring to remain in shelter rather than exit to housing.

Staffing Transitions: Challenges created by hiring, training, and integrating new staff when other staff leave.

Stay Limits: Limits on the length of time participants can stay at a shelter.

Subsidy / Voucher Shortage: Insufficient amount of housing subsidies or vouchers for the number of individuals ready to move into housing, but unable to afford it. Often includes mention of "waitlists."

FY 2025 HMIS Metrics (second page of shelter profiles)

Total individuals served: total number of people who stayed in the shelter in FY 2025 (and the percentage of that total who were chronically homeless)

Average Occupancy Rate: The percentage of beds/units that were occupied on average in FY 2025

This table will identify the average amount of time individuals stay at the shelter before exiting to any destination, and before exiting specifically to permanent housing.

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing

When people leave a shelter they may go into permanent housing (rental units, public housing, or homeownership), temporary housing (such as staying with family or friends for a few months), institutional settings (such as hospitals or treatment facilities), they may continue to be homeless (moving from one shelter to another, or leave shelter to live on the streets), and occasionally there are deaths of shelter participants. When a participant leaves a shelter program without providing that information, it is reported at “data not collected” or “no exit interview performed.” Participants may also report that they do not know or prefer not to answer. In all of these cases, the exit living situation is categorized as “unreported.” Finally, “other” includes instances in which people leave the shelter for reasons not covered by the other exit categories.

This table will disaggregate the exit destination rates of individuals who exited the program, both by number of individuals and proportion of total exits in FY 2025. Individuals may be counted once for each exit category, so the total amount of exits may add up to more than 100%

Exit Destinations		
	#	%
Deceased		
Homeless		
Institutional		
Other		
Permanent Housing		
Temporary Housing		
Unreported		

The remaining three tables disaggregate the demographic categories of all individuals served at the shelter in FY 2025. In these tables, each individual served by the shelter is counted in a single category. For Race/Ethnicity, this is different from the way it is calculated in the racial equity analysis. Here, any participants who identify with more than one race will be counted in the Multiple Race/Ethnicity category rather than being counted multiple times among different racial groups.

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	
Asian or Asian American	
Black, African American, or African	
Hispanic/Latina/e/o	
Middle Eastern or North African	
Multiple Race/Ethnicities	
Native Hawaiian or Pacific Islander	
Unreported	
White	

Age Groups	
18-24	
25-44	
45-54	
55-64	
65-69	
70+	

Gender Categories	
Cis Man/Boy	
Cis Women/Girl	
Trans/NB/GNC/Culturally Specific Gender	
Unreported	

Arbor Lodge

HMIS Start Date: 10/22/2024

Contracted with: Multnomah County Homeless Services Department (HSD)

Operator: Do Good Multnomah (DGM)

Shelter Type: Congregate/Alternative

Bed/Unit Count: 88 beds and 18 units

Additional Details: Congregate and alternative shelter at the same location. The same services are offered across both shelter types. Only open for part of FY 2025.

FY 2025 Cost: \$2,911,406 (\$2,911,406 HSD)

FY 2026 HSD Budget: \$2,593,660

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X		X	Legal services			X
Medical Care			X	Technology access	X		
Mental Health Care			X	Rental Assistance	X		X
SUD treatment			X	Client Assistance	X		X
Employment support job skills training			X	Housing Case Management	X		
Peer Support	X		X	Life skills training	X		X
Transportation	X			Benefits access	X		X

FY2026 Reductions: Navigation Specialists were eliminated.

Housing Strategy Themes:

Case Management
Document / Housing Readiness
Employment / Income
Housing Agency
Housing Search / Navigation
Long-term Stability
Participant Goals / Plan
Partner Organizations
Prioritize Participants
Property Managers
Responsive / Appropriate Services
Service Referrals
Skill Building

Transfer to Another Shelter
Veterans Affairs

Housing Barrier Themes:

Affordable Housing Shortage
Fear of Service Loss
Inadequate Funding
Limited MH / SUD Treatment
Participant Income / Employment
Participant Preference
Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 328 (36% chronically homeless)

Average Occupancy Rate: 79%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
46	67

Exit Destinations		
	#	%
Deceased	3	1%
Homeless	98	39%
Institutional	23	9%
Other	32	13%
Permanent Housing	25	10%
Temporary Housing	24	10%
Unreported	73	29%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	6%
Asian or Asian American	2%
Black, African American, or African	13%
Hispanic/Latina/e/o	7%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	7%
Native Hawaiian or Pacific Islander	4%
Unreported	1%
White	61%

Age Groups	
18-24	4%
25-44	46%
45-54	26%
55-64	15%
65-69	4%
70+	4%

Gender Categories	
Cis Man/Boy	61%
Cis Women/Girl	34%
Trans/NB/GNC/Culturally Specific Gender	5%
Unreported	0%

Arbor Lodge Congregate Shelter

HMIS Start Date: 10/22/2024

Contracted with: Multnomah County Homeless Services Department

Operator: Do Good Multnomah (DGM)

Shelter Type: Congregate

Bed/Unit Count: 88 beds

Additional Details: Combined with alternative shelter units at the same location

See Arbor Lodge (above) for Services and Housing Strategies/Barriers.

FY 2025 HMIS Metrics

Total individuals served: 294 (35% chronically homeless)

Average Occupancy Rate: 76% (impacted by ramp-up in FY2025)

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
44	66

Exit Destinations		
	#	%
Deceased	3	1%
Homeless	88	39%
Institutional	22	10%
Other	28	12%
Permanent Housing	20	9%
Temporary Housing	20	9%
Unreported	68	30%

Age Groups	
18-24	4%
25-44	47%
45-54	26%
55-64	15%
65-69	5%
70+	4%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	6%
Asian or Asian American	2%
Black, African American, or African	12%
Hispanic/Latina/e/o	7%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	6%
Native Hawaiian or Pacific Islander	4%
Unreported	1%
White	60%

Gender Categories	
Cis Man/Boy	68%
Cis Women/Girl	27%
Trans/NB/GNC/Culturally Specific Gender	5%
Unreported	0%

Arbor Lodge Alternative Shelter

HMIS Start Date: 10/22/2024

Contracted with: Multnomah County Homeless Services Department

Operator: Do Good Multnomah (DGM)

Shelter Type: Alternative

Bed/Unit Count: 18 units

Additional Details: Combined with the congregate shelter at the same location.

See Arbor Lodge (above) for Services and Housing Strategies/Barriers.

FY 2025 HMIS Metrics

Total individuals served: 48 (40% chronically homeless)

Average Occupancy Rate: 95%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
64	71

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	11	37%
Institutional	1	3%
Other	4	13%
Permanent Housing	5	17%
Temporary Housing	4	13%
Unreported	5	17%

Age Groups	
18-24	4%
25-44	40%
45-54	31%
55-64	23%
65-69	0%
70+	2%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	4%
Asian or Asian American	0%
Black, African American, or African	19%
Hispanic/Latina/e/o	4%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	10%
Native Hawaiian or Pacific Islander	0%
Unreported	0%
White	63%

Gender Categories	
Cis Man/Boy	0%
Cis Women/Girl	92%
Trans/NB/GNC/Culturally Specific Gender	8%
Unreported	0%

Avalon Village

HMIS Start Date: 8/1/2024

Contracted with: Multnomah County Homeless Services Department

Operator: WeShine

Shelter Type: Alternative

Bed/Unit Count: 10 units

Additional Details: Serves female-identifying adults. Prioritizes those who are also Black, Indigenous, or People of Color; who are older; who have disabilities; and who have been camping nearby. Only open for part of FY 2025.

FY 2025 Cost: \$466,312 (\$449,155 HSD)

FY 2026 HSD Budget: \$397,465

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services			X
Medical Care			X	Technology access	X		
Mental Health Care			X	Rental Assistance			
SUD treatment			X	Client Assistance	X		
Employment support job skills training			X	Housing Case Management	X		
Peer Support	X			Life skills training	X		
Transportation	X			Benefits access	X		

FY2026 Reductions: No longer have a Housing Specialist on staff.

Housing Strategy Themes:

Barrier Reduction

Client Assistance Funds

Coordinated Access / MSST

Document / Housing Readiness

Housing Search / Navigation

Rental Retention Support

Housing Barrier Themes:

Affordable Housing Shortage

FY 2025 HMIS Metrics

Total individuals served: 17 (53% chronically homeless)

Average Occupancy Rate: 92%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
134	163

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	0	0%
Institutional	0	0%
Other	0	0%
Permanent Housing	6	75%
Temporary Housing	0	0%
Unreported	2	25%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	6%
Asian or Asian American	0%
Black, African American, or African	18%
Hispanic/Latina/e/o	6%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	24%
Native Hawaiian or Pacific Islander	0%
Unreported	0%
White	47%

Age Groups	
18-24	6%
25-44	41%
45-54	18%
55-64	29%
65-69	6%
70+	0%

Gender Categories	
Cis Man/Boy	0%
Cis Women/Girl	71%
Trans/NB/GNC/Culturally Specific Gender	29%
Unreported	0%

Banfield Motel

HMIS Start Date: 7/7/2020

Contracted with: Multnomah County HSD

Operator: Transition Projects (TPI)

Shelter Type: Motel

Bed/Unit Count: 58 rooms (some double occupancy allowed)

Additional Details: Referrals come from TPI congregate shelter

FY 2025 Cost: \$3,828,494 (\$3,201,712 HSD) + \$223,419 donations/volunteers

FY 2026 HSD Budget: \$3,678,097

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation				Legal services	X		
Medical Care		X		Technology access	X		
Mental Health Care		X		Rental Assistance	X		
SUD treatment				Client Assistance	X		
Employment support job skills training				Housing Case Management	X		
Peer Support	X			Life skills training			
Transportation	X			Benefits access	X		

FY2026 Reductions: No longer have the Health Connection program

Housing Strategy Themes:

Barrier Reduction
Case Management
Client Assistance Funds
Coordinated Access / MSST
Document / Housing Readiness
Housing Funds / Subsidies
Long-term Stability
Participant Goals / Plan
Property Managers
Rapid Rehousing
Rental Retention Support
Service Referrals
Skill Building

Transfer to another Shelter

Housing Barrier Themes:

Affordable Housing Shortage
Inadequate Funding
Limited MH / SUD Treatment
Participant Acuity
Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 146 (42% chronically homeless)

Average Occupancy Rate: 91% - 98%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
196	219

Exit Destinations		
	#	%
Deceased	2	2%
Homeless	40	43%
Institutional	12	13%
Other	2	2%
Permanent Housing	26	28%
Temporary Housing	1	1%
Unreported	9	10%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	8%
Asian or Asian American	0%
Black, African American, or African	16%
Hispanic/Latina/e/o	5%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	10%
Native Hawaiian or Pacific Islander	2%
Unreported	1%
White	59%

Age Groups	
18-24	2%
25-44	24%
45-54	34%
55-64	25%
65-69	12%
70+	3%

Gender Categories	
Cis Man/Boy	64%
Cis Women/Girl	30%
Trans/NB/GNC/Culturally Specific Gender	6%
Unreported	0%

Beacon Village

HMIS Start Date: 11/1/2021

Contracted with: Multnomah County Homeless Services Department

Operator: Beacon Village

Shelter Type: Alternative

Bed/Unit Count: 10 units

Additional Details: Single shelter Operator

FY 2025 Cost: \$587,580 (\$587,580 HSD)

FY 2026 HSD Budget: \$601,675

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services			X
Medical Care			X	Technology access	X		
Mental Health Care			X	Rental Assistance			X
SUD treatment			X	Client Assistance	X		
Employment support job skills training			X	Housing Case Management	X		
Peer Support	X		X	Life skills training	X		
Transportation	X		X	Benefits access	X		X

FY2026 Reductions: Client assistance has been reduced and every service impacted by budget reductions.

Housing Strategy Themes:

Case Management
 Employment / Income
 Housing Agencies
 Housing Search / Navigation
 Service Referrals
 Skill Building

Housing Barrier Themes:

Inadequate Funding
 Participant Debt / Legal History

FY 2025 HMIS Metrics

Total individuals served: 29 (52% chronically homeless)

Average Occupancy Rate: 91%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
324	279

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	7	35%
Institutional	1	5%
Other	0	0%
Permanent Housing	9	45%
Temporary Housing	3	15%
Unreported	0	0%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	7%
Asian or Asian American	3%
Black, African American, or African	10%
Hispanic/Latina/e/o	3%
Middle Eastern or North African	3%
Multiple Race/Ethnicities	7%
Native Hawaiian or Pacific Islander	0%
Unreported	0%
White	66%

Age Groups	
18-24	0%
25-44	62%
45-54	21%
55-64	17%
65-69	0%
70+	0%

Gender Categories	
Cis Man/Boy	72%
Cis Women/Girl	17%
Trans/NB/GNC/Culturally Specific Gender	10%
Unreported	0%

Behavioral Health Resource Center

BHRC

HMIS Start Date: 5/15/2023

Contracted with: Multnomah County Health Department

Operator: Do Good Multnomah

Shelter Type: Congregate

Bed/Unit Count: 52 beds (33 in emergency shelter and 19 in bridge housing)

Additional Details: The Behavioral Health Resource Center (BHRC) consists of two separate shelter programs: a 30-day emergency shelter and 90-day bridge housing.

FY 2025 Cost: \$5,813,461

**The total program cost for the BHRC was slightly inflated by the inclusion of certain expenses (facilities, security, etc.) that serve the BHRC Day Center as well as the shelter programs.*

FY 2026 Budget: \$5,975,987

Services, Housing Strategy Themes and Barriers: *see individual programs below*

FY 2025 HMIS Metrics

Total individuals served: 310 (33% chronically homeless)

Average Occupancy Rate: *only calculated for BHRC emergency shelter (see below)*

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
30	65

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	102	34%
Institutional	56	19%
Other	3	1%
Permanent Housing	24	8%
Temporary Housing	110	37%
Unreported	55	19%

Institutional Exit Destinations (detail from previous)	
Foster care home or foster care group home	2%
Hospital or other residential non-psychiatric medical facility	0%
Jail, prison, or juvenile detention facility	11%
Long-term care facility or nursing home	2%
Psychiatric hospital or other psychiatric facility	7%
Substance abuse treatment facility or detox center	80%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	5%
Asian or Asian American	1%
Black, African American, or African	12%
Hispanic/Latina/e/o	5%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	11%
Native Hawaiian or Pacific Islander	0%
Unreported	4%
White	65%

Age Groups	
18-24	5%
25-44	54%
45-54	22%
55-64	14%
65-69	4%
70+	2%

Gender Categories	
Cis Man/Boy	57%
Cis Women/Girl	36%
Trans/NB/GNC/Culturally Specific Gender	6%
Unreported	2%

BHRC Congregate Shelter

HMIS Start Date: 5/15/2023

Contracted with: Multnomah County Health Department

Operator: Do Good Multnomah

Shelter Type: Congregate

Bed/Unit Count: 33 beds

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services	X		X
Medical Care	X	X	X	Technology access	X		X
Mental Health Care	X	X	X	Rental Assistance			X
SUD treatment			X	Client Assistance	X		X
Employment support job skills training			X	Housing Case Management	X		X
Peer Support	X			Life skills training	X	X	X
Transportation	X		X	Benefits access	X		X

FY2026 Reductions: Both on-site Navigation Specialists (housing specialists) were laid off and on-site behavioral health personnel were reduced. Client assistance funds have also been reduced.

Housing Strategy Themes:

Case Management
Participant Goals / Plan
Service Referrals
Transfer to another Shelter
Transfer to Institution

Housing Barrier Themes:

Inadequate Funding
Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 299 (33% chronically homeless)

Average Occupancy Rate: 71%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
21	35

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	82	29%
Institutional	54	19%
Other	1	0%
Permanent Housing	11	4%
Temporary Housing	107	37%
Unreported	55	19%

Institutional Exit Destinations (detail from previous)	
Foster care home or foster care group home	0%
Hospital or other residential non-psychiatric medical facility	0%
Jail, prison, or juvenile detention facility	11%
Long-term care facility or nursing home	2%
Psychiatric hospital or other psychiatric facility	6%
Substance abuse treatment facility or detox center	83%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	6%
Asian or Asian American	1%
Black, African American, or African	12%
Hispanic/Latina/e/o	5%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	9%
Native Hawaiian or Pacific Islander	0%
Unreported	4%
White	65%

Age Groups	
18-24	5%
25-44	52%
45-54	22%
55-64	14%
65-69	4%
70+	2%

Gender Categories	
Cis Man/Boy	57%
Cis Women/Girl	36%
Trans/NB/GNC/Culturally Specific Gender	5%
Unreported	2%

BHRC Bridge Housing

HMIS Start Date: 5/15/2023

Contracted with: Multnomah County Health Department

Operator: Do Good Multnomah

Shelter Type: Congregate

Bed/Unit Count: 19 beds (in shared rooms)

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services	X		X
Medical Care	X	X	X	Technology access	X		X
Mental Health Care	X	X	X	Rental Assistance			X
SUD treatment			X	Client Assistance	X		X
Employment support job skills training	X		X	Housing Case Management	X		X
Peer Support	X			Life skills training	X	X	X
Transportation	X		X	Benefits access	X		X

FY2026 Reductions: Both on-site Navigation Specialists (housing specialists) were laid off and on-site behavioral health personnel were reduced. Client assistance funds have also been reduced.

Housing Strategy Themes:

Case Management
 Employment / Income
 Housing Funds / Subsidies
 Housing Search / Navigation
 Participant Goals / Plan
 Responsive / Appropriate Services
 Service Referrals
 Skill Building
 Transfer to another Shelter

Housing Barrier Themes:

Inadequate Funding
 Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 72 (35% chronically homeless)

Average Occupancy Rate: *not captured for this program*

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
83	90

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	22	40%
Institutional	2	4%
Other	2	4%
Permanent Housing	13	24%
Temporary Housing	18	33%
Unreported	0	0%

Institutional Exit Destinations (detail from previous)	
Foster care home or foster care group home	50%
Hospital or other residential non-psychiatric medical facility	0%
Jail, prison, or juvenile detention facility	0%
Long-term care facility or nursing home	0%
Psychiatric hospital or other psychiatric facility	50%
Substance abuse treatment facility or detox center	0%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	1%
Asian or Asian American	1%
Black, African American, or African	13%
Hispanic/Latina/e/o	0%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	11%
Native Hawaiian or Pacific Islander	0%
Unreported	1%
White	72%

Age Groups	
18-24	3%
25-44	53%
45-54	15%
55-64	17%
65-69	8%
70+	4%

Gender Categories	
Cis Man/Boy	57%
Cis Women/Girl	36%
Trans/NB/GNC/Culturally Specific Gender	5%
Unreported	2%

Bridging Connections

HMIS Start Date: 7/1/2021

Contracted with: Multnomah County Health Department

Operator: New Narrative

Shelter Type: Motel

Bed/Unit Count: 40 rooms

Additional Details: This program consists of two blocks of 20 motel rooms at two separate locations, which are both operational motels.

FY 2025 Cost: \$1,928,278

FY 2026 Budget: \$2,241,568

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services			X
Medical Care	X			Technology access	X		
Mental Health Care			X	Rental Assistance			X
SUD treatment			X	Client Assistance	X		
Employment support job skills training			X	Housing Case Management			X
Peer Support	X			Life skills training	X		
Transportation	X			Benefits access	X		

FY2026 Reductions: None

Housing Strategy Themes:

Coordinated Access / MSST

Housing Funds / Subsidies

Partner Organizations

Housing Barrier Themes:

Participant Acuity

Participant Debt / Legal History

FY 2025 HMIS Metrics

Total individuals served: 104 (26% chronically homeless)

Average Occupancy Rate: 79%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
114	203

Exit Destinations		
	#	%
Deceased	1	1%
Homeless	45	52%
Institutional	14	16%
Other	1	1%
Permanent Housing	19	22%
Temporary Housing	9	10%
Unreported	3	3%

Institutional Exit Destinations (detail from previous)	
Foster care home or foster care group home	21%
Hospital or other residential non-psychiatric medical facility	7%
Jail, prison, or juvenile detention facility	7%
Long-term care facility or nursing home	0%
Psychiatric hospital or other psychiatric facility	57%
Substance abuse treatment facility or detox center	14%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	1%
Asian or Asian American	2%
Black, African American, or African	21%
Hispanic/Latina/e/o	6%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	7%
Native Hawaiian or Pacific Islander	2%
Unreported	2%
White	61%

Age Groups	
18-24	7%
25-44	55%
45-54	19%
55-64	14%
65-69	2%
70+	3%

Gender Categories	
Cis Man/Boy	59%
Cis Women/Girl	34%
Trans/NB/GNC/Culturally Specific Gender	8%
Unreported	0%

Bybee Lakes Hope Center

HMIS Start Date: 9/1/2024

Contracted with: Multnomah County Homeless Services Department

Operator: Helping Hands

Shelter Type: Congregate

Bed/Unit Count: 215 beds (may be increasing to 325 in FY 2026)

Additional Details: Single shelter Operator. No data entered in HMIS for the first two months of FY 2025. Participants can transition from basic emergency shelter services to a longer-term program that includes case management and more services.

FY 2025 Cost: \$3,767,810.50 (\$3,276,332.32 HSD)

FY 2026 HSD Budget: \$3,908,930 - \$5,100,000

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services			
Medical Care		X		Technology access	X		
Mental Health Care		X		Rental Assistance			
SUD treatment		X		Client Assistance			
Employment support job skills training	X	X		Housing Case Management			
Peer Support		X		Life skills training	X		
Transportation	X			Benefits access	X		

FY2026 Reductions: None

Housing Strategy Themes:

Case Management
Long-term Stability
Participant Goals / Plan
Prioritize Participants
Service Referrals

Housing Barrier Themes:

Affordable Housing Shortage

FY 2025 HMIS Metrics

Total individuals served: 607 (9% chronically homeless)

Average Occupancy Rate: 80%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
49	74

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	27	6%
Institutional	11	3%
Other	3	1%
Permanent Housing	44	11%
Temporary Housing	78	19%
Unreported	263	63%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	2%
Asian or Asian American	2%
Black, African American, or African	13%
Hispanic/Latina/e/o	10%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	10%
Native Hawaiian or Pacific Islander	6%
Unreported	11%
White	46%

Age Groups	
18-24	6%
25-44	44%
45-54	15%
55-64	10%
65-69	2%
70+	2%

Gender Categories	
Cis Man/Boy	52%
Cis Women/Girl	43%
Trans/NB/GNC/Culturally Specific Gender	5%
Unreported	0%

Chestnut Tree Inn

HMIS Start Date: 6/1/2020

Contracted with: Multnomah County Homeless Services Department

Operator: Our Just Future (OJF)

Shelter Type: Motel

Bed/Unit Count: 55 rooms

Additional Details: Women only. Referrals come from Gresham Women's Shelter.
Reduced from 58 to 55 units.

FY 2025 Cost: \$4,813,296 (\$3,294,376 HSD) + \$50,000 donations/volunteers

FY 2026 HSD Budget: \$3,272,490

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services			X
Medical Care		X		Technology access	X		
Mental Health Care		X	X	Rental Assistance	X		
SUD treatment				Client Assistance	X		
Employment support job skills training	X			Housing Case Management	X		
Peer Support	X			Life skills training			
Transportation	X			Benefits access			X

FY2026 Reductions: Many of the RRH positions were eliminated and the amount of available Rent/Client Assistance was reduced.

Housing Strategy Themes:

Case Management
Participant Goals / Plan
Prioritize Participants

Housing Barrier Themes:

Affordable Housing Shortage
Participant Debt / Legal History
Staffing Transitions

FY 2025 HMIS Metrics

Total individuals served: 187 (25% chronically homeless)

Average Occupancy Rate: 92%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
145	200

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	16	12%
Institutional	1	1%
Other	5	4%
Permanent Housing	66	47%
Temporary Housing	2	1%
Unreported	51	37%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	3%
Asian or Asian American	3%
Black, African American, or African	16%
Hispanic/Latina/e/o	6%
Middle Eastern or North African	1%
Multiple Race/Ethnicities	14%
Native Hawaiian or Pacific Islander	2%
Unreported	1%
White	57%

Age Groups	
18-24	4%
25-44	37%
45-54	24%
55-64	24%
65-69	6%
70+	4%

Gender Categories	
Cis Man/Boy	0%
Cis Women/Girl	97%
Trans/NB/GNC/Culturally Specific Gender	3%
Unreported	0%

Clark Center

HMIS Start Date: 5/15/2005

Contracted with: Multnomah County Homeless Services Department

Operator: Transition Projects (TPI)

Shelter Type: Congregate

Bed/Unit Count: 90 beds

Additional Details: Men only. Dedicated beds for men involved in the Multnomah County justice system. Abstinence from alcohol and drugs is expected.

FY 2025 Cost: \$2,224,991 (\$1,456,975 HSD) + \$223,419 donations/volunteers

FY 2026 HSD Budget: \$1,379,305

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation				Legal services	X		
Medical Care		X		Technology access	X		
Mental Health Care		X		Rental Assistance	X		
SUD treatment				Client Assistance			
Employment support job skills training				Housing Case Management	X		
Peer Support				Life skills training			
Transportation	X			Benefits access	X		

FY2026 Reductions: None

Housing Strategy Themes:

Barrier Reduction
Case Management
Client Assistance Funds
Coordinated Access / MSST
Document / Housing Readiness
Housing Funds / Subsidies
Long-term Stability
Participant Goals / Plan
Property Managers
Rapid Rehousing

Rental Retention Support
Service Referrals
Skill Building
Transfer to another Shelter

Housing Barrier Themes:

Affordable Housing Shortage
Inadequate Funding
Limited MH / SUD Treatment
Participant Acuity
Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 461 (21% chronically homeless)

Average Occupancy Rate: 94%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
77	179

Exit Destinations		
	#	%
Deceased		
Homeless	46	12%
Institutional	33	9%
Other	27	7%
Permanent Housing	48	12%
Temporary Housing	28	7%
Unreported	224	58%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	4%
Asian or Asian American	1%
Black, African American, or African	21%
Hispanic/Latina/e/o	10%
Middle Eastern or North African	1%
Multiple Race/Ethnicities	12%
Native Hawaiian or Pacific Islander	3%
Unreported	1%
White	48%

Age Groups	
18-24	3%
25-44	56%
45-54	22%
55-64	14%
65-69	2%
70+	2%

Gender Categories	
Cis Man/Boy	97%
Cis Women/Girl	0%
Trans/NB/GNC/Culturally Specific Gender	3%
Unreported	0%

Clinton Triangle

Temporary Alternative Shelter Site (TASS)

HMIS Start Date: 7/5/2023

Contracted with: City of Portland

Operator: Urban Alchemy

Shelter Type: Alternative

Bed/Unit Count: 158 units (some double occupancy allowed)

Additional Details: Two additional tent spaces are sometimes utilized by people transitioning into the shelter

FY 2025 Cost: \$8,112,080

FY 2026 City Budget: \$7,978,967

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X	X		Legal services			X
Medical Care		X	X	Technology access	X	X	
Mental Health Care	X	X		Rental Assistance			X
SUD treatment		X	X	Client Assistance	X		
Employment support job skills training	X		X	Housing Case Management	X		X
Peer Support		X		Life skills training	X	X	
Transportation	X			Benefits access			X

FY2026 Reductions: Central City Concern no longer providing housing navigators.

Housing Strategy Themes:

Coordinated Access / MSST

Employment / Income

Housing Agency

Long-term Stability

Partner Organizations

Skill Building

Veterans Affairs

Housing Barrier Themes:

Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 366 (40% chronically homeless)

Average Occupancy Rate: 93% - 100%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
165	248

Exit Destinations		
	#	%
Deceased	3	2%
Homeless	110	55%
Institutional	16	8%
Other	6	3%
Permanent Housing	34	17%
Temporary Housing	10	5%
Unreported	23	12%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	7%
Asian or Asian American	1%
Black, African American, or African	15%
Hispanic/Latina/e/o	4%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	6%
Native Hawaiian or Pacific Islander	2%
Unreported	0%
White	66%

Age Groups	
18-24	6%
25-44	54%
45-54	25%
55-64	12%
65-69	2%
70+	1%

Gender Categories	
Cis Man/Boy	62%
Cis Women/Girl	36%
Trans/NB/GNC/Culturally Specific Gender	3%
Unreported	0%

Cultivating Community

HMIS Start Date: 5/18/2022

Contracted with: Multnomah County Health Department

Operator: New Narrative

Shelter Type: Motel

Bed/Unit Count: 35 rooms

FY 2025 Cost: \$1,974,823

FY 2026 Budget: \$2,288,850

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services			X
Medical Care	X			Technology access	X		
Mental Health Care			X	Rental Assistance			X
SUD treatment			X	Client Assistance	X		
Employment support job skills training			X	Housing Case Management			X
Peer Support	X			Life skills training	X		
Transportation	X			Benefits access	X		

FY2026 Reductions: None

Housing Strategy Themes:

Coordinated Access / MSST

Housing Funds / Subsidies

Partner Organizations

Housing Barrier Themes:

Participant Acuity

Participant Debt / Legal History

FY 2025 HMIS Metrics

Total individuals served: 64 (44% chronically homeless)

Average Occupancy Rate: 62%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
183	270

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	11	24%
Institutional	16	36%
Other	2	4%
Permanent Housing	17	38%
Temporary Housing	1	2%
Unreported	0	0%

Institutional Exit Destinations (detail from previous)	
Foster care home or foster care group home	0%
Hospital or other residential non-psychiatric medical facility	19%
Jail, prison, or juvenile detention facility	56%
Long-term care facility or nursing home	0%
Psychiatric hospital or other psychiatric facility	19%
Substance abuse treatment facility or detox center	13%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	3%
Asian or Asian American	2%
Black, African American, or African	14%
Hispanic/Latina/e/o	5%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	16%
Native Hawaiian or Pacific Islander	3%
Unreported	2%
White	56%

Age Groups	
18-24	5%
25-44	59%
45-54	19%
55-64	14%
65-69	2%
70+	2%

Gender Categories	
Cis Man/Boy	58%
Cis Women/Girl	34%
Trans/NB/GNC/Culturally Specific Gender	8%
Unreported	0%

Doreen's Place

HMIS Start Date: 6/30/2020

Contracted with: Multnomah County Homeless Services Department

Operator: Transition Projects (TPI)

Shelter Type: Congregate

Bed/Unit Count: 90 beds

Additional Details: Serving men, with half of the beds dedicated to Veterans. Abstinence from alcohol and drugs is expected.

FY 2025 Cost: \$2,407,821 (\$1,843,033 HSD) + \$223,419 donations/volunteers

FY 2026 HSD Budget: \$1,749,025

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation				Legal services	X		
Medical Care				Technology access	X		
Mental Health Care		X		Rental Assistance	X		
SUD treatment				Client Assistance	X		
Employment support job skills training				Housing Case Management	X		
Peer Support				Life skills training			
Transportation	X			Benefits access	X		

FY2026 Reductions: None

Housing Strategy Themes:

Barrier Reduction
Case Management
Client Assistance Funds
Coordinated Access / MSST
Document / Housing Readiness
Housing Funds / Subsidies
Long-term Stability
Participant Goals / Plan
Property Managers
Rapid Rehousing
Rental Retention Support
Service Referrals

Skill Building

Transfer to another Shelter

Housing Barrier Themes:

Affordable Housing Shortage
Inadequate Funding
Limited MH / SUD Treatment
Participant Acuity
Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 456 (24% chronically homeless)

Average Occupancy Rate: 99%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
62	112

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	38	10%
Institutional	20	5%
Other	0	0%
Permanent Housing	62	16%
Temporary Housing	12	3%
Unreported	255	67%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	4%
Asian or Asian American	2%
Black, African American, or African	20%
Hispanic/Latina/e/o	11%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	11%
Native Hawaiian or Pacific Islander	2%
Unreported	2%
White	48%

Age Groups	
18-24	3%
25-44	48%
45-54	25%
55-64	17%
65-69	5%
70+	2%

Gender Categories	
Cis Man/Boy	96%
Cis Women/Girl	0%
Trans/NB/GNC/Culturally Specific Gender	4%
Unreported	0%

Gresham Women's Shelter

HMIS Start Date: 9/18/2016

Contracted with: Multnomah County Homeless Services Department

Operator: Our Just Future

Shelter Type: Congregate

Bed/Unit Count: 90 beds

Additional Details: Serves people identifying as woman, nonbinary, or genderqueer. "Domestic Violence-informed," but not a secure DV site. Increased from 70 to 90 beds.

FY 2025 Cost: \$1,769,503 (\$1,581,276 HSD) + \$50,000 donations/volunteers

FY 2026 HSD Budget: \$1,790,503

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X		X	Legal services			X
Medical Care		X	X	Technology access	X		
Mental Health Care			X	Rental Assistance	X		X
SUD treatment			X	Client Assistance	X		
Employment support job skills training	X			Housing Case Management	X		X
Peer Support	X			Life skills training			X
Transportation	X			Benefits access	X	X	X

FY2026 Reductions: Shelter housing services were reduced.

Housing Strategy Themes:

Barrier Reduction

Client Assistance Funds

Housing Funds / Subsidies

Rapid Rehousing

Transfer to another Shelter

Housing Barrier Themes:

Affordable Housing Shortage

Limited MH / SUD Treatment

Participant Acuity

Staffing Transitions

FY 2025 HMIS Metrics

Total individuals served: 667 (27% chronically homeless)

Average Occupancy Rate: 84%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
31	64

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	171	28%
Institutional	10	2%
Other	11	2%
Permanent Housing	37	6%
Temporary Housing	6	1%
Unreported	432	70%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	4%
Asian or Asian American	2%
Black, African American, or African	14%
Hispanic/Latina/e/o	6%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	18%
Native Hawaiian or Pacific Islander	2%
Unreported	1%
White	55%

Age Groups	
18-24	6%
25-44	45%
45-54	25%
55-64	18%
65-69	4%
70+	3%

Gender Categories	
Cis Man/Boy	0%
Cis Women/Girl	96%
Trans/NB/GNC/Culturally Specific Gender	5%
Unreported	0%

Jean's Place

HMIS Start Date: 5/15/2005

Contracted with: Multnomah County Homeless Services Department

Operator: Transition Projects (TPI)

Shelter Type: Congregate

Bed/Unit Count: 60 beds (in rooms)

Additional Details: Women only. Dedicated beds for Veterans and women involved in the Multnomah County justice system. Abstinence from alcohol and drugs is expected.

FY 2025 Cost: \$2,176,375 (\$1,508,324 HSD) + \$223,419 donations/volunteers

FY 2026 HSD Budget: \$1,560,710

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation				Legal services	X		
Medical Care				Technology access	X		
Mental Health Care		X		Rental Assistance	X		
SUD treatment				Client Assistance	X		
Employment support job skills training				Housing Case Management	X		
Peer Support				Life skills training			
Transportation	X			Benefits access	X		

FY2026 Reductions: None

Housing Strategy Themes:

Barrier Reduction
Case Management
Client Assistance Funds
Coordinated Access / MSST
Document / Housing Readiness
Housing Funds / Subsidies
Long-term Stability
Participant Goals / Plan
Property Managers
Rapid Rehousing
Rental Retention Support
Service Referrals

Skill Building

Transfer to another Shelter

Housing Barrier Themes:

Affordable Housing Shortage
Inadequate Funding
Limited MH / SUD Treatment
Participant Acuity
Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 258 (24% chronically homeless)

Average Occupancy Rate: 87%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
76	142

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	102	48%
Institutional	17	8%
Other	0	0%
Permanent Housing	57	27%
Temporary Housing	30	14%
Unreported	17	8%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	4%
Asian or Asian American	1%
Black, African American, or African	20%
Hispanic/Latina/e/o	4%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	10%
Native Hawaiian or Pacific Islander	2%
Unreported	1%
White	58%

Age Groups	
18-24	5%
25-44	48%
45-54	21%
55-64	19%
65-69	4%
70+	3%

Gender Categories	
Cis Man/Boy	0%
Cis Women/Girl	88%
Trans/NB/GNC/Culturally Specific Gender	12%
Unreported	0%

Kenton Women's Village

HMIS Start Date: 11/3/2020

Contracted with: Multnomah County Homeless Services Department

Operator: Catholic Charities of Oregon

Shelter Type: Alternative

Bed/Unit Count: 19 units

Additional Details: Single shelter Operator. The original 14-unit Village opened on June 10, 2017, as a pilot project for tiny homes to shelter homeless women. The village later relocated, reopening at its permanent site in March 2019. Staffing challenges in the beginning of FY 2025 led to a lower occupancy rate than normal.

FY 2025 Cost: \$404,084 (\$261,860 HSD) + \$22,140 in donations/volunteers

FY 2026 HSD Budget: \$278,585

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X	X	X	Legal services			X
Medical Care	X		X	Technology access	X		
Mental Health Care		X		Rental Assistance	X	X	X
SUD treatment		X	X	Client Assistance	X	X	X
Employment support job skills training	X		X	Housing Case Management	X	X	X
Peer Support	X	X		Life skills training	X		X
Transportation	X			Benefits access	X		X

FY 2026 Reductions: Housing Transitions staff was reduced by 2 staff members.

Housing Strategy Themes:

Barrier Reduction
Case Management
Coordinated Access / MSST
Employment / Income
Housing Funds / Subsidies
Housing Search / Navigation
Participant Goals / Plan
Partner Organizations
Rental Retention Support
Responsive / Appropriate Services

Service Referrals
Skill Building

Housing Barrier Themes:

Affordable Housing Shortage
Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 24 (21% chronically homeless)

Average Occupancy Rate: 57%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
146	454

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	5	36%
Institutional	1	7%
Other	3	21%
Permanent Housing	3	21%
Temporary Housing	1	7%
Unreported	1	7%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	0%
Asian or Asian American	0%
Black, African American, or African	21%
Hispanic/Latina/e/o	4%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	21%
Native Hawaiian or Pacific Islander	0%
Unreported	4%
White	50%

Age Groups	
18-24	0%
25-44	50%
45-54	21%
55-64	17%
65-69	0%
70+	8%

Gender Categories	
Cis Man/Boy	0%
Cis Women/Girl	83%
Trans/NB/GNC/Culturally Specific Gender	13%
Unreported	4%

Laurelwood Center

HMIS Start Date: 8/12/2019

Contracted with: Multnomah County Homeless Services Department

Operator: Transition Projects (TPI)

Shelter Type: Congregate

Bed/Unit Count: 120 beds

Additional Details: Serving women and couples.

FY 2025 Cost: \$3,459,127 (\$2,470,876 HSD) + \$223,419 donations/volunteers

FY 2026 HSD Budget: \$2,689,220

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation				Legal services	X		
Medical Care				Technology access	X		
Mental Health Care		X		Rental Assistance	X		
SUD treatment				Client Assistance	X		
Employment support job skills training				Housing Case Management	X		
Peer Support				Life skills training			
Transportation	X			Benefits access	X		

FY2026 Reductions: None

Housing Strategy Themes:

Barrier Reduction
Case Management
Client Assistance Funds
Coordinated Access / MSST
Document / Housing Readiness
Housing Funds / Subsidies
Long-term Stability
Participant Goals / Plan
Property Managers
Rapid Rehousing
Rental Retention Support
Service Referrals
Skill Building

Transfer to another Shelter

Housing Barrier Themes:

Affordable Housing Shortage
Inadequate Funding
Limited MH / SUD Treatment
Participant Acuity
Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 735 (37% chronically homeless)

Average Occupancy Rate: 90%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
57	171

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	67	10%
Institutional	9	1%
Other	3	0%
Permanent Housing	45	7%
Temporary Housing	28	4%
Unreported	509	79%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	4%
Asian or Asian American	1%
Black, African American, or African	13%
Hispanic/Latina/e/o	6%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	11%
Native Hawaiian or Pacific Islander	2%
Unreported	0%
White	63%

Age Groups	
18-24	9%
25-44	54%
45-54	21%
55-64	12%
65-69	2%
70+	1%

Gender Categories	
Cis Man/Boy	35%
Cis Women/Girl	60%
Trans/NB/GNC/Culturally Specific Gender	5%
Unreported	0%

Market Street

HMIS Start Date: 2/8/2022

Contracted with: Multnomah County Homeless Services Department

Operator: Sunstone Way

Shelter Type: Congregate

Bed/Unit Count: 100 (plus 20 extra beds for inclement weather)

FY 2025 Cost: \$4,790,026 (\$4,740,857 HSD) + \$2,000 donations/volunteers

FY 2026 HSD Budget: \$3,552,112

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services			X
Medical Care		X		Technology access	X		
Mental Health Care			X	Rental Assistance			X
SUD treatment			X	Client Assistance	X		
Employment support job skills training			X	Housing Case Management	X		
Peer Support	X			Life skills training	X		
Transportation	X			Benefits access	X		

FY2026 Reductions: A QMHP behavioral health manager position was eliminated.

Housing Strategy Themes:

Barrier Reduction
Case Management
Client Assistance Funds
Document / Housing Readiness
Employment / Income
Housing Agency
Housing Search / Navigation
Long-term Stability
Participant Goals / Plan
Partner Organizations
Property Managers
Responsive / Appropriate Services
Service Referrals
Skill Building

Transfer to Institution

Housing Barrier Themes:

Affordable Housing Shortage
Participant Acuity
Participant Engagement

FY 2025 HMIS Metrics

Total individuals served: 480 (46% chronically homeless)

Average Occupancy Rate: 97%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
60	119

Exit Destinations		
	#	%
Deceased	2	0%
Homeless	274	67%
Institutional	7	2%
Other	26	6%
Permanent Housing	38	9%
Temporary Housing	11	3%
Unreported	86	21%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	8%
Asian or Asian American	1%
Black, African American, or African	15%
Hispanic/Latina/e/o	8%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	9%
Native Hawaiian or Pacific Islander	3%
Unreported	0%
White	56%

Age Groups	
18-24	4%
25-44	46%
45-54	26%
55-64	19%
65-69	4%
70+	1%

Gender Categories	
Cis Man/Boy	69%
Cis Women/Girl	27%
Trans/NB/GNC/Culturally Specific Gender	4%
Unreported	0%

Menlo Park

Safe Rest Village (SRV)

HMIS Start Date: 10/1/2022

Contracted with: City of Portland (previously contracted with HSD in FY 2025)

Operator: Cultivate Initiatives

Shelter Type: Alternative

Bed/Unit Count: 50 units

Additional Details: Single shelter Operator (also operates severe weather shelters).

FY 2025 Cost: \$3,407,460 (\$2,695,963 HSD)

FY 2026 City Budget: \$3,200,026 (not budgeted by HSD in FY 2026)

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services			
Medical Care		X		Technology access	X		
Mental Health Care				Rental Assistance			X
SUD treatment				Client Assistance	X		X
Employment support job skills training	X		X	Housing Case Management	X		X
Peer Support	X			Life skills training	X		
Transportation	X			Benefits access	X		

FY2026 Reductions: All services have been reduced.

Housing Strategy Themes:

Case Management
Employment / Income
Rental Retention Support
Skill Building

Housing Barrier Themes:

Affordable Housing Shortage
Inadequate Funding
Limited MH / SUD Treatment
Participant Acuity
Participant Preference
Stay Limits

FY 2025 HMIS Metrics

Total individuals served: 103 (58% chronically homeless)

Average Occupancy Rate: 97%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
228	460

Exit Destinations		
	#	%
Deceased	1	2%
Homeless	2	3%
Institutional	1	2%
Other	0	0%
Permanent Housing	11	19%
Temporary Housing	0	0%
Unreported	43	74%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	5%
Asian or Asian American	0%
Black, African American, or African	15%
Hispanic/Latina/e/o	2%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	4%
Native Hawaiian or Pacific Islander	1%
Unreported	1%
White	73%

Age Groups	
18-24	1%
25-44	44%
45-54	35%
55-64	18%
65-69	1%
70+	0%

Gender Categories	
Cis Man/Boy	60%
Cis Women/Girl	37%
Trans/NB/GNC/Culturally Specific Gender	3%
Unreported	0%

Multnomah

Safe Rest Village (SRV)

HMIS Start Date: 6/1/2022

Contracted with: City of Portland (previously contracted with HSD in FY 2025)

Operator: Urban Alchemy

Shelter Type: Alternative

Bed/Unit Count: 100 units (some double occupancy allowed)

Additional Details: Expanded from 27 to 100 units. This program was operated by Sunstone Way, through the end of FY 2025.

FY 2025 Cost: \$5,420,151 (\$4,640,948 HSD)

FY 2026 City Budget: \$4,886,164 (not budgeted by HSD in FY 2026)

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services			X
Medical Care		X		Technology access	X		
Mental Health Care	X			Rental Assistance	X		
SUD treatment			X	Client Assistance	X		
Employment support job skills training			X	Housing Case Management	X		
Peer Support	X			Life skills training			X
Transportation		X		Benefits access	X		

FY2026 Reductions: N/A (Sunstone Way no longer operates this shelter.)

Housing Strategy Themes:

Housing Agency

Long-term Stability

Partner Organizations

Property Managers

Responsive / Appropriate Services

Service Referrals

Housing Barrier Themes:

Participant Engagement

Participant Preference

FY 2025 HMIS Metrics

Total individuals served: 146 (46% chronically homeless)

Average Occupancy Rate: 87% (Occupancy for the first three months of FY25 were estimated at 100%. Expansion occurred during this time and the actual unit count for each month is unknown, but was greater than the amount documented in HMIS.)

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
161	297

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	32	46%
Institutional	0	0%
Other	2	3%
Permanent Housing	7	10%
Temporary Housing	7	10%
Unreported	21	30%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	3%
Asian or Asian American	1%
Black, African American, or African	10%
Hispanic/Latina/e/o	6%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	9%
Native Hawaiian or Pacific Islander	1%
Unreported	1%
White	69%

Age Groups	
18-24	0%
25-44	53%
45-54	28%
55-64	17%
65-69	2%
70+	0%

Gender Categories	
Cis Man/Boy	69%
Cis Women/Girl	29%
Trans/NB/GNC/Culturally Specific Gender	2%
Unreported	0%

Naito Village

HMIS Start Date: 10/1/2021

Contracted with: City of Portland (previously contracted with HSD in FY 2025)

Operator: Sunstone Way

Shelter Type: Alternative

Bed/Unit Count: 35 units (increasing in FY26)

Additional Details: “Intentional Community” serving LGBTQIA2S+ individuals.

FY 2025 Cost: \$2,461,739 (\$2,027,959 HSD) + \$1,500 donations/volunteers

FY 2026 City Budget: \$2,260,146 (not budgeted by HSD in FY 2026)

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services			X
Medical Care			X	Technology access	X		
Mental Health Care			X	Rental Assistance	X		
SUD treatment			X	Client Assistance	X		
Employment support job skills training			X	Housing Case Management	X		
Peer Support	X			Life skills training	X		
Transportation	X			Benefits access			X

FY2026 Reductions: Peer and mental health services were severely diminished. Client assistance funds and rental assistance were also severely reduced.

Housing Strategy Themes:

Case Management

Document / Housing Readiness

Employment / Income

Housing Search / Navigation

Housing Barrier Themes:

Participant Income / Employment

FY 2025 HMIS Metrics

Total individuals served: 47 (33% chronically homeless)

Average Occupancy Rate: 94%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
232	307

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	10	67%
Institutional	0	0%
Other	0	0%
Permanent Housing	4	27%
Temporary Housing	0	0%
Unreported	1	7%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	6%
Asian or Asian American	0%
Black, African American, or African	6%
Hispanic/Latina/e/o	4%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	11%
Native Hawaiian or Pacific Islander	0%
Unreported	0%
White	72%

Age Groups	
18-24	13%
25-44	49%
45-54	26%
55-64	9%
65-69	2%
70+	2%

Gender Categories	
Cis Man/Boy	40%
Cis Women/Girl	13%
Trans/NB/GNC/Culturally Specific Gender	47%
Unreported	0%

North Portland Road

HMIS Start Date: 11/7/2024

Contracted with: City of Portland

Operator: Urban Alchemy

Shelter Type: Alternative and RV Parking

Bed/Unit Count: 90 alternative shelter units and 70 RV parking spots (some double occupancy allowed)

Additional Information: This site consists of two subprograms (an alternative shelter program and an RV parking program) at the same site. Both subprograms share the same services and amenities at the site. Only open for part of FY 2025.

FY 2025 Cost: \$5,516,222

FY 2026 City Budget: \$8,983,009

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services			X
Medical Care		X	X	Technology access	X		
Mental Health Care		X	X	Rental Assistance			
SUD treatment		X	X	Client Assistance	X		
Employment support job skills training	X		X	Housing Case Management	X		X
Peer Support		X		Life skills training	X	X	
Transportation	X			Benefits access			X

FY2026 Reductions: None

Housing Strategy Themes:

Coordinated Access / MSST

Employment / Income

Housing Agency

Long-term Stability

Partner Organizations

Skill Building

Veterans Affairs

Housing Barrier Themes:

Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 322 (39% chronically homeless)

Average Occupancy Rate: Only calculated for TASS (below)

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
73	108

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	52	46%
Institutional	9	8%
Other	2	2%
Permanent Housing	10	9%
Temporary Housing	3	3%
Unreported	39	35%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	5%
Asian or Asian American	0%
Black, African American, or African	7%
Hispanic/Latina/e/o	4%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	4%
Native Hawaiian or Pacific Islander	2%
Unreported	0%
White	79%

Age Groups	
18-24	2%
25-44	52%
45-54	26%
55-64	16%
65-69	2%
70+	1%

Gender Categories	
Cis Man/Boy	54%
Cis Women/Girl	43%
Trans/NB/GNC/Culturally Specific Gender	2%
Unreported	0%

North Portland Road Temporary Alternative Shelter Site (TASS)

HMIS Start Date: 11/7/2024

Contracted with: City of Portland

Operator: Urban Alchemy

Shelter Type: Alternative

Bed/Unit Count: 90 units (some double occupancy allowed)

Additional Details: Combined with the RV parking program at the same location.

See North Portland Road (above) for Services and Housing Strategies/Barriers.

FY 2025 HMIS Metrics

Total individuals served: 203 (45% chronically homeless)

Average Occupancy Rate: 95% - 100%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
73	96

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	5%
Asian or Asian American	0%
Black, African American, or African	8%
Hispanic/Latina/e/o	4%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	4%
Native Hawaiian or Pacific Islander	1%
Unreported	0%
White	76%

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	43	45%
Institutional	9	9%
Other	1	1%
Permanent Housing	5	5%
Temporary Housing	3	3%
Unreported	34	36%

Gender Categories	
Cis Man/Boy	55%
Cis Women/Girl	41%
Trans/NB/GNC/Culturally Specific Gender	3%
Unreported	0%

Age Groups	
18-24	2%
25-44	52%
45-54	29%
55-64	14%
65-69	3%
70+	0%

North Portland Road RV Program

HMIS Start Date: 01/14/2025

Contracted with: City of Portland

Operator: Urban Alchemy

Shelter Type: RV Parking

Bed/Unit Count: 70 RV spots (some double occupancy allowed)

Additional Details: Combined with the alternative shelter at the same location.

See North Portland Road (above) for Services and Housing Strategies/Barriers.

FY 2025 HMIS Metrics

Total individuals served: 123 (28% chronically homeless)

Average Occupancy Rate: not calculated due to limited data and unique model (parking spots vs. units or beds).

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
73	120

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	10	50%
Institutional	0	0%
Other	1	5%
Permanent Housing	5	25%
Temporary Housing	0	0%
Unreported	5	25%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	4%
Asian or Asian American	0%
Black, African American, or African	3%
Hispanic/Latina/e/o	4%
Middle Eastern or North African	1%
Multiple Race/Ethnicities	4%
Native Hawaiian or Pacific Islander	2%
Unreported	0%
White	81%

Gender Categories	
Cis Man/Boy	54%
Cis Women/Girl	46%
Trans/NB/GNC/Culturally Specific Gender	1%
Unreported	0%

Age Groups	
18-24	4%
25-44	52%
45-54	23%
55-64	20%
65-69	1%
70+	1%

Parkrose Community Village

HMIS Start Date: 9/1/2022

Contracted with: Multnomah County Homeless Services Department

Operator: WeShine

Shelter Type: Alternative

Bed/Unit Count: 10 units

Additional Details: Serves LGBTQIA+ adults. Prioritizes people who are also Black, Indigenous, People of Color; who have disabilities; or who have been camping nearby.

FY 2025 Cost: \$500,397.00 (\$483,881 HSD)

FY 2026 HSD Budget: \$586,475

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services			X
Medical Care			X	Technology access	X		
Mental Health Care			X	Rental Assistance			
SUD treatment			X	Client Assistance	X		
Employment support job skills training			X	Housing Case Management	X		
Peer Support	X			Life skills training		X	
Transportation	X			Benefits access	X		

FY2026 Reductions: No longer have a part-time Housing Specialist.

Housing Strategy Themes:

Coordinated Access / MSST
Document / Housing Readiness
Employment / Income
Housing Search / Navigation
Participant Goals / Plan
Partner Organizations
Rental Retention Support
Service Referrals
Skill Building

Housing Barrier Themes:

Affordable Housing Shortage
Inadequate Funding
Limited MSST Access
Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 19 (37% chronically homeless)

Average Occupancy Rate: 88%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
275	404

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	3	30%
Institutional	1	10%
Other	0	0%
Permanent Housing	4	40%
Temporary Housing	2	20%
Unreported	0	0%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	11%
Asian or Asian American	0%
Black, African American, or African	32%
Hispanic/Latina/e/o	5%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	5%
Native Hawaiian or Pacific Islander	5%
Unreported	5%
White	37%

Age Groups	
18-24	5%
25-44	74%
45-54	16%
55-64	0%
65-69	0%
70+	0%

Gender Categories	
Cis Man/Boy	11%
Cis Women/Girl	37%
Trans/NB/GNC/Culturally Specific Gender	53%
Unreported	0%

Reedway

Safe Rest Village (SRV)

HMIS Start Date: 7/11/2023

Contracted with: City of Portland

Operator: Urban Alchemy

Shelter Type: Alternative

Bed/Unit Count: Expanded from 60 to 120 units (some double occupancy allowed)

FY 2025 Cost: \$5,339,708

FY 2026 City Budget: \$5,194,012

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X	X		Legal services			X
Medical Care		X	X	Technology access	X		
Mental Health Care		X	X	Rental Assistance	X	X	
SUD treatment		X	X	Client Assistance	X		
Employment support job skills training	X		X	Housing Case Management	X		X
Peer Support		X		Life skills training	X	X	
Transportation	X			Benefits access			X

FY2026 Reductions: None

Housing Strategy Themes:

Coordinated Access / MSST

Employment / Income

Housing Agency

Long-term Stability

Partner Organizations

Skill Building

Veterans Affairs

Housing Barrier Themes:

Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 259 (50% chronically homeless)

Average Occupancy Rate: 83% - 100%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
140	163

Exit Destinations		
	#	%
Deceased	1	1%
Homeless	116	85%
Institutional	6	4%
Other	0	0%
Permanent Housing	10	7%
Temporary Housing	3	2%
Unreported	2	1%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	7%
Asian or Asian American	0%
Black, African American, or African	15%
Hispanic/Latina/e/o	2%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	6%
Native Hawaiian or Pacific Islander	2%
Unreported	0%
White	69%

Age Groups	
18-24	4%
25-44	58%
45-54	23%
55-64	11%
65-69	2%
70+	1%

Gender Categories	
Cis Man/Boy	57%
Cis Women/Girl	41%
Trans/NB/GNC/Culturally Specific Gender	2%
Unreported	0%

River District Navigation Center

HMIS Start Date: 8/29/2019

Contracted with: Multnomah County Homeless Services Department

Operator: Transition Projects (TPI)

Shelter Type: Congregate

Bed/Unit Count: 90 beds

FY 2025 Cost: \$2,888,950 (\$2,262,168 HSD) + \$223,419 donations/volunteers

FY 2026 HSD Budget: \$2,699,335

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X			Legal services	X		
Medical Care				Technology access	X		
Mental Health Care		X		Rental Assistance	X		
SUD treatment				Client Assistance	X		
Employment support job skills training				Housing Case Management	X		
Peer Support				Life skills training			
Transportation	X			Benefits access	X		

FY2026 Reductions: None

Housing Strategy Themes:

Barrier Reduction
Case Management
Client Assistance Funds
Coordinated Access / MSST
Document / Housing Readiness
Housing Funds / Subsidies
Long-term Stability
Participant Goals / Plan
Property Managers
Rapid Rehousing
Rental Retention Support
Service Referrals
Skill Building
Transfer to another Shelter

Housing Barrier Themes:

Affordable Housing Shortage
Inadequate Funding
Limited MH / SUD Treatment
Participant Acuity
Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 557 (36% chronically homeless)

Average Occupancy Rate: 96%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
50	94

Exit Destinations		
	#	%
Deceased	2	0%
Homeless	47	10%
Institutional	11	2%
Other	1	0%
Permanent Housing	55	11%
Temporary Housing	2	0%
Unreported	382	80%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	6%
Asian or Asian American	2%
Black, African American, or African	15%
Hispanic/Latina/e/o	5%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	11%
Native Hawaiian or Pacific Islander	1%
Unreported	1%
White	58%

Age Groups	
18-24	3%
25-44	44%
45-54	25%
55-64	20%
65-69	6%
70+	1%

Gender Categories	
Cis Man/Boy	60%
Cis Women/Girl	31%
Trans/NB/GNC/Culturally Specific Gender	9%
Unreported	0%

Roseway Motel

HMIS Start Date: 1/26/2022

Contracted with: Multnomah County Homeless Services Department

Operator: Do Good Multnomah (DGM)

Shelter Type: Motel

Bed/Unit Count: 120 rooms (some double occupancy allowed)

FY 2025 Cost: \$7,265,213 (\$7,102,232 HSD)

FY 2026 HSD Budget: \$7,598,749

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X		X	Legal services			X
Medical Care			X	Technology access	X		
Mental Health Care			X	Rental Assistance	X		X
SUD treatment			X	Client Assistance	X		X
Employment support job skills training			X	Housing Case Management	X		
Peer Support	X		X	Life skills training	X		X
Transportation	X			Benefits access	X		X

FY2026 Reductions: Navigation Specialists were eliminated for FY26.

Housing Strategy Themes:

Case Management
 Document / Housing Readiness
 Employment / Income
 Housing Agency
 Housing Search / Navigation
 Long-term Stability
 Participant Goals / Plan
 Partner Organizations
 Prioritize Participants
 Property Managers
 Responsive / Appropriate Services
 Service Referrals
 Skill Building
 Transfer to another Shelter

Veterans Affairs

Housing Barrier Themes:

Affordable Housing Shortage
 Fear of Service Loss
 Inadequate Funding
 Limited MH / SUD Treatment
 Participant Income / Employment
 Participant Preference
 Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 180 (49% chronically homeless)

Average Occupancy Rate: Not calculated for Roseway due to missing data.

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
272	320

Exit Destinations		
	#	%
Deceased	1	1%
Homeless	19	24%
Institutional	8	10%
Other	9	12%
Permanent Housing	37	47%
Temporary Housing	2	3%
Unreported	4	5%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	4%
Asian or Asian American	1%
Black, African American, or African	14%
Hispanic/Latina/e/o	4%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	14%
Native Hawaiian or Pacific Islander	3%
Unreported	3%
White	58%

Age Groups	
18-24	0%
25-44	34%
45-54	20%
55-64	30%
65-69	9%
70+	7%

Gender Categories	
Cis Man/Boy	74%
Cis Women/Girl	38%
Trans/NB/GNC/Culturally Specific Gender	3%
Unreported	1%

St. Johns Village

HMIS Start Date: 3/28/2021

Contracted with: Multnomah County Homeless Services Department

Operator: Do Good Multnomah (DGM)

Shelter Type: Alternative

Bed/Unit Count: 19 units (1 on hold)

Additional Details: Serves men and Veterans

FY 2025 Cost: \$512,008 (\$512,008 HSD)

FY 2026 HSD Budget: \$763,770

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X		X	Legal services			X
Medical Care			X	Technology access	X		
Mental Health Care			X	Rental Assistance	X		X
SUD treatment			X	Client Assistance	X		X
Employment support job skills training			X	Housing Case Management	X		
Peer Support			X	Life skills training	X		X
Transportation	X			Benefits access	X		X

FY2026 Reductions: Navigation Specialists were eliminated for FY26.

Housing Strategy Themes:

Case Management
 Document / Housing Readiness
 Employment / Income
 Housing Agency
 Housing Search / Navigation
 Long-term Stability
 Participant Goals / Plan
 Partner Organizations
 Prioritize Participants
 Property Managers
 Responsive / Appropriate Services
 Service Referrals

Skill Building

Transfer to another Shelter
 Veterans Affairs

Housing Barrier Themes:

Affordable Housing Shortage
 Fear of Service Loss
 Inadequate Funding
 Limited MH / SUD Treatment
 Participant Income / Employment
 Participant Preference
 Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 45 (40% chronically homeless)

Average Occupancy Rate: 82%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
204	269

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	14	48%
Institutional	2	7%
Other	0	0%
Permanent Housing	13	45%
Temporary Housing	0	0%
Unreported	1	3%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	4%
Asian or Asian American	2%
Black, African American, or African	9%
Hispanic/Latina/e/o	0%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	16%
Native Hawaiian or Pacific Islander	2%
Unreported	2%
White	64%

Age Groups	
18-24	2%
25-44	33%
45-54	27%
55-64	29%
65-69	9%
70+	0%

Gender Categories	
Cis Man/Boy	64%
Cis Women/Girl	31%
Trans/NB/GNC/Culturally Specific Gender	4%
Unreported	0%

Stark Street Motel

HMIS Start Date: 7/1/2020

Contracted with: Multnomah County Homeless Services Department

Operator: Do Good Multnomah (DGM)

Shelter Type: Motel

Bed/Unit Count: 43 rooms

FY 2025 Cost: \$2,461,183 (\$2,405,051 HSD)

FY 2026 HSD Budget: \$2,379,250

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X		X	Legal services			X
Medical Care			X	Technology access	X		
Mental Health Care			X	Rental Assistance	X		X
SUD treatment			X	Client Assistance	X		X
Employment support job skills training			X	Housing Case Management	X		
Peer Support			X	Life skills training	X		X
Transportation	X			Benefits access	X		X

FY2026 Reductions: Navigation Specialists were eliminated for FY26.

Housing Strategy Themes:

Case Management
 Document / Housing Readiness
 Employment / Income
 Housing Agency
 Housing Search / Navigation
 Long-term Stability
 Partner Organizations
 Prioritize Participants
 Property Managers
 Responsive / Appropriate Services
 Service Referrals
 Skill Building
 Transfer to another Shelter
 Transfer to Institution

Veterans Affairs

Housing Barrier Themes:

Affordable Housing Shortage
 Fear of Service Loss
 Inadequate Funding
 Limited MH / SUD Treatment
 Participant Income / Employment
 Participant Preference
 Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 94 (39% chronically homeless)

Average Occupancy Rate: 81%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
221	244

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	19	33%
Institutional	2	4%
Other	0	0%
Permanent Housing	19	33%
Temporary Housing	8	14%
Unreported	10	18%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	4%
Asian or Asian American	1%
Black, African American, or African	17%
Hispanic/Latina/e/o	2%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	7%
Native Hawaiian or Pacific Islander	3%
Unreported	0%
White	65%

Age Groups	
18-24	0%
25-44	30%
45-54	33%
55-64	28%
65-69	9%
70+	1%

Gender Categories	
Cis Man/Boy	64%
Cis Women/Girl	32%
Trans/NB/GNC/Culturally Specific Gender	4%
Unreported	0%

Walnut Park

HMIS Start Date: 9/6/2019

Contracted with: Multnomah County Homeless Services Department

Operator: Transition Projects (TPI)

Shelter Type: Congregate

Bed/Unit Count: 72 beds

FY 2025 Cost: \$2,905,180 (\$2,278,398 HSD) + \$223,419 donations/volunteers

FY 2026 HSD Budget: \$2,558,770

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation				Legal services	X		
Medical Care				Technology access	X		
Mental Health Care		X		Rental Assistance	X		
SUD treatment				Client Assistance	X		
Employment support job skills training				Housing Case Management	X		
Peer Support				Life skills training			
Transportation	X			Benefits access	X		

FY2026 Reductions: None

Housing Strategy Themes:

Barrier Reduction
Case Management
Client Assistance Funds
Coordinated Access / MSST
Document / Housing Readiness
Housing Funds / Subsidies
Long-term Stability
Participant Goals / Plan
Property Managers
Rapid Rehousing
Rental Retention Support
Service Referrals
Skill Building
Transfer to another Shelter

Housing Barrier Themes:

Affordable Housing Shortage
Inadequate Funding
Limited MH / SUD Treatment
Participant Acuity
Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 390 (32% chronically homeless)

Average Occupancy Rate: 95%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
62	129

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	178	54%
Institutional	7	2%
Other	0	0%
Permanent Housing	26	8%
Temporary Housing	14	4%
Unreported	122	37%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	6%
Asian or Asian American	2%
Black, African American, or African	23%
Hispanic/Latina/e/o	6%
Middle Eastern or North African	1%
Multiple Race/Ethnicities	9%
Native Hawaiian or Pacific Islander	2%
Unreported	2%
White	52%

Age Groups	
18-24	4%
25-44	50%
45-54	22%
55-64	18%
65-69	4%
70+	1%

Gender Categories	
Cis Man/Boy	71%
Cis Women/Girl	23%
Trans/NB/GNC/Culturally Specific Gender	6%
Unreported	0%

Weidler Village

HMIS Start Date: 10/1/2021

Contracted with: City of Portland (previously contracted with HSD in FY 2025)

Operator: Sunstone Way

Shelter Type: Alternative

Bed/Unit Count: 38 units

Additional Details: Prioritizes BIPOC individuals.

FY 2025 Cost: \$2,136,950 (\$2,103,836 HSD) + \$1000 donations/volunteers

FY 2026 City Budget: \$2,010,277 (not budgeted by HSD in FY 2026)

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X		X	Legal services			X
Medical Care	X	X	X	Technology access	X		X
Mental Health Care	X		X	Rental Assistance	X		X
SUD treatment	X		X	Client Assistance	X		
Employment support job skills training		X	X	Housing Case Management	X		X
Peer Support	X			Life skills training	X		
Transportation	X		X	Benefits access	X		X

FY2026 Reductions: Rental assistance, peer support, client assistance funds reduced.

Housing Strategy Themes:

Case Management
Housing Search / Navigation
Long-term Stability
Participant Goals / Plan
Partner Organizations
Property Managers
Rental Retention Support

Responsive / Appropriate Services
Service Referrals

Housing Barrier Themes:

Document Readiness
Participant Acuity
Participant Engagement

FY 2025 HMIS Metrics

Total individuals served: 82 (26% chronically homeless)

Average Occupancy Rate: 90%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
201	223

Exit Destinations		
	#	%
Deceased	0	0%
Homeless	23	50%
Institutional	0	0%
Other	0	0%
Permanent Housing	11	24%
Temporary Housing	6	13%
Unreported	7	15%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	1%
Asian or Asian American	1%
Black, African American, or African	38%
Hispanic/Latina/e/o	43%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	6%
Native Hawaiian or Pacific Islander	1%
Unreported	2%
White	7%

Age Groups	
18-24	6%
25-44	51%
45-54	23%
55-64	16%
65-69	2%
70+	0%

Gender Categories	
Cis Man/Boy	77%
Cis Women/Girl	21%
Trans/NB/GNC/Culturally Specific Gender	1%
Unreported	1%

Willamette Center

HMIS Start Date: 10/12/2016

Contracted with: Multnomah County HSD

Operator: Transition Projects (TPI)

Shelter Type: Congregate

Bed/Unit Count: 130 beds

Additional Details: Serving women and couples. Temporary closure in early FY25 for maintenance. Closed for part of FY 2025 for maintenance.

FY 2025 Cost: \$3,095,186 (\$2,468,404 HSD) + \$223,419 donations/volunteers

FY 2026 HSD Budget: \$2,505,849

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation				Legal services	X		
Medical Care				Technology access	X		
Mental Health Care		X		Rental Assistance	X		
SUD treatment				Client Assistance	X		
Employment support job skills training				Housing Case Management	X		
Peer Support				Life skills training			
Transportation	X			Benefits access	X		

FY2026 Reductions: None

Housing Strategy Themes:

Barrier Reduction
Case Management
Client Assistance Funds
Coordinated Access / MSST
Document / Housing Readiness
Housing Funds / Subsidies
Long-term Stability
Participant Goals / Plan
Property Managers
Rapid Rehousing
Rental Retention Support
Service Referrals

Skill Building

Transfer to another Shelter

Housing Barrier Themes:

Affordable Housing Shortage
Inadequate Funding
Limited MH / SUD Treatment
Participant Acuity
Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 711 (36% chronically homeless)

Average Occupancy Rate: 88%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
43	63

Exit Destinations		
	#	%
Deceased	1	0%
Homeless	207	34%
Institutional	6	1%
Other	0	0%
Permanent Housing	27	4%
Temporary Housing	26	4%
Unreported	385	63%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	6%
Asian or Asian American	1%
Black, African American, or African	11%
Hispanic/Latina/e/o	7%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	10%
Native Hawaiian or Pacific Islander	2%
Unreported	4%
White	59%

Age Groups	
18-24	7%
25-44	56%
45-54	24%
55-64	10%
65-69	2%
70+	1%

Gender Categories	
Cis Man/Boy	36%
Cis Women/Girl	52%
Trans/NB/GNC/Culturally Specific Gender	11%
Unreported	1%

Wy'East

HMIS Start Date: 11/6/2015

Contracted with: Multnomah County HSD

Operator: Do Good Multnomah

Shelter Type: Congregate

Bed/Unit Count: 85 beds

Additional Details: Serving men only; prioritizing Veterans. Evolution of Do Good's first program that began in 2016.

FY 2025 Cost: \$2,703,834 (\$2,675,878 HSD)

FY 2026 HSD Budget: \$2,028,551

FY 2025 Services							
Provided by:	Program	Partner (onsite)	Partner (offsite)	Provided by:	Program	Partner (onsite)	Partner (offsite)
Housing Navigation	X		X	Legal services			X
Medical Care			X	Technology access	X		
Mental Health Care			X	Rental Assistance	X		X
SUD treatment			X	Client Assistance	X		X
Employment support job skills training			X	Housing Case Management	X		
Peer Support			X	Life skills training	X		X
Transportation	X			Benefits access	X		X

FY2026 Reductions: Navigation Specialists were eliminated for FY26.

Housing Strategy Themes:

Case Management
Document / Housing Readiness
Employment / Income
Housing Agency
Housing Search / Navigation
Long-term Stability
Participant Goals / Plan
Partner Organizations
Prioritize Participants
Property Managers
Responsive / Appropriate Services
Service Referrals
Skill Building

Transfer to another Shelter

Transfer to Institution

Veterans Affairs

Housing Barrier Themes:

Affordable Housing Shortage
Fear of Service Loss
Inadequate Funding
Limited MH / SUD Treatment
Participant Acuity
Participant Engagement
Participant Income / Employment
Participant Preference
Subsidy / Voucher Shortage

FY 2025 HMIS Metrics

Total individuals served: 342 (36% chronically homeless)

Average Occupancy Rate: 93%

Average Length of Stay (days)	
All Exits	Exits to Permanent Housing
75	97

Exit Destinations		
	#	%
Deceased	3	1%
Homeless	83	30%
Institutional	17	6%
Other	4	1%
Permanent Housing	52	19%
Temporary Housing	11	4%
Unreported	133	48%

Race/Ethnicity	
American Indian, Alaska Native, or Indigenous	4%
Asian or Asian American	1%
Black, African American, or African	13%
Hispanic/Latina/e/o	5%
Middle Eastern or North African	0%
Multiple Race/Ethnicities	7%
Native Hawaiian or Pacific Islander	2%
Unreported	1%
White	67%

Age Groups	
18-24	2%
25-44	35%
45-54	21%
55-64	24%
65-69	11%
70+	7%

Gender Categories	
Cis Man/Boy	97%
Cis Women/Girl	0%
Trans/NB/GNC/Culturally Specific Gender	2%
Unreported	1%