

REGION 3 • OREGON EDITION

2026

EXECUTIVE REFERENCE DIRECTORY



Connect the Dots...

- PEOPLE & ORGANIZATIONS
- HOUSING OPTIONS
- ROLES & SERVICES
- PROGRAMS AVAILABLE
- FUNDING RESOURCES
- PUBLIC CONTACT INFO

Know Who Serves Your City and County

Know Your Local Community-Service Network

Who Serves Umatilla, Morrow, Gilliam and Wheeler Counties?

CAPECO and the Regional Community-Service Network

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Oregon Edition – (17) Regional Directories or (1) Statewide Edition

Evidence cutoff: September 2026, updated annually

Prepared for: Mayors, city managers, council members, county officials and community partners



A Message from the Author · Connecting the Dots

For more than 20 years, UtilityMate® has designed and manufactured innovative products intended to solve practical, real-world problems. That experience has taught me that even the best product succeeds only when it is connected to the people, organizations and systems required to put it to work.

I created LifeSpace™ because communities need more than a temporary response to homelessness and housing instability. They need a complete pathway that begins with safe, low-barrier emergency shelter, continues through bridge and transitional housing, and leads to affordable and permanent housing. If any one of those steps is missing, people become trapped and the entire system backs up or fails.

In conversations with municipal leaders and community members, I have heard this issue discussed from the left, from the right and from every point in between. My position is simple: **“Housing is not politics. It is red, white and blue.”** Veterans, seniors, working families, people with disabilities and residents in crisis live in every kind of community. The populations a city prioritizes may differ, but the need for a safe and workable housing pathway does not.

This directory was created to help municipal leaders see that pathway more clearly. It places the LifeSpace™ Three-Tier Housing Continuum alongside CAPECO and the service-provider network serving cities and counties in the State of Oregon. Its sole purpose is to help mayors, city managers, council members, county officials and service organizations identify who serves their communities, understand where responsibilities may connect, and begin the right conversations.

No municipality should have to discover this system one organization at a time. By connecting the housing continuum to Community Action and local support services, this guide is intended to provide a practical starting point for local planning, partnership and action.

Vince Webb

Founder · LifeSpace™

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Municipal Navigation Guide

Purpose of This Directory

This directory helps mayors, city managers, council members and county leaders see how shelter, housing and support services in Umatilla, Morrow, Gilliam and Wheeler counties fit together, and who to contact for each part. It serves institutional partners, including hospitals, coordinated care organizations, school districts, tribes, public safety and state agencies, as well as the service providers that work with residents every day. All of them can use it to see how the system connects, make referrals across tiers and identify where their own services fit. It is organized around a three-tier housing continuum: a simple way to describe the stages a household moves through, from crisis to a permanent home.

The Need in This Region

Region 3 covers four counties of very different size. Umatilla County, with about 80,000 residents, has most of the region's people, jobs, shelter and services; Morrow County has about 12,000 residents, and Gilliam and Wheeler counties fewer than 2,000 each. Rents here are lower than the state average, but so are wages: outside the Portland metro and the larger valley cities, Oregon's minimum wage is \$14.55 an hour. Umatilla County's two-bedroom Fair Market Rent of \$1,241 requires a full-time wage of \$23.87 an hour, and a minimum-wage worker would need to work about 66 hours a week to afford it. A person relying on Supplemental Security Income can afford about \$298 a month in rent. In Umatilla County, 43.9% of renters are housing-cost burdened, and in Wheeler County 49.1%. Portland State University's 2025 statewide estimates counted 282 people experiencing homelessness in the region on one night, 278 of them in Umatilla County, and Oregon schools reported 509 students experiencing homelessness in the four counties during the 2024–25 school year. Morrow, Gilliam and Wheeler counties have no year-round emergency shelter, so residents in crisis are referred to Pendleton or Hermiston. The Regional Housing Need section that follows presents the full figures and their sources.

Three Tiers, One Housing Pathway

A housing continuum is the connected sequence of housing and services that moves a person or family from crisis to a stable, permanent home. In this directory it is organized as three tiers. Tier 1, emergency shelter, gets people safely inside. Tier 2, bridge and transitional housing, provides stability while permanent housing is secured. Tier 3, affordable and permanent housing, is the destination. Each tier has a distinct purpose, and each one depends on the next.

The continuum works only when there is a clear path from one tier to the next. Without that path, the system breaks down and, in most cases, fails. People leave shelter with nowhere to go and return to the street, vehicles or temporary arrangements. They lose the progress they made, and the next crisis brings them back to emergency services. Shelters fill, waiting lists grow, and public costs rise without producing lasting results. What should be a pathway becomes a never-ending cycle of failure. A clear path from crisis to a permanent home is what breaks that cycle.

Tier	Purpose	Who it serves	How people enter	Where they go next
Tier 1: Emergency Shelter	Immediate, safe shelter	People living outside or in crisis	Outreach, walk-in, coordinated entry	Tier 2 or Tier 3
Tier 2: Bridge and Transitional Housing	A stable place to live while permanent housing is secured	People leaving shelter, approved households waiting for a unit, working households priced out	Tier 1 referral or direct entry through an approved pathway	Tier 3
Tier 3: Affordable and Permanent Housing	A permanent home	Households ready for long-term housing	Housing authority, waiting list, voucher, direct application	Long-term stability

Tier 1: Emergency Shelter

Low-barrier emergency shelter brings people inside, away from immediate danger. It is the entry point to the continuum. Once someone is sheltered, intake and assessment can begin, and residents can work with case managers to recover identification, apply for benefits, address urgent health needs and start a housing plan.

Tier 2: Bridge and Transitional Housing

Bridge and transitional housing provides a stable place to live while permanent housing is secured. It serves three groups: residents ready to leave emergency shelter; households that have qualified for permanent housing, such as a voucher or supportive-housing placement, but are waiting for a unit; and working households who can pay rent but cannot find housing they can afford.

Residents do not have to start in Tier 1. They may enter directly through coordinated entry, a housing authority, veteran, senior or disability services, a domestic-violence program, healthcare, an employer or disaster response. Stays range from several months to a few years, and entry rules should match the population served. Most shelter and homelessness funding is limited to people who are homeless or at risk of homelessness, so bridge housing for working households usually requires a separate funding approach.

Tier 3: Affordable and Permanent Housing

Tier 3 is the destination: affordable rentals, permanent supportive housing, voucher-supported units, senior, veteran and family housing, and pathways to ownership.

Why All Three Tiers Are Needed

If Tier 1 is missing, people remain outside the system. If Tier 2 is missing, shelters fill with residents who are ready to move on, and approved households lose progress while they wait for a unit. If Tier 3 is missing, bridge housing becomes a holding system rather than a bridge. Each Tier 3 placement opens a Tier 2 unit, and each open Tier 2 unit creates room in Tier 1.

Cities Served

This section lists every incorporated city and named unincorporated community in the counties served by this edition. It shows which local government is responsible for each place and which area of Chapter 2 to use when looking up providers.

- **Incorporated cities** (shown in bold, type City) have their own city council, mayor or city manager, and city services such as police, planning and zoning, and utilities.
- **Unincorporated communities** have no city government. County government provides land-use planning, roads and law enforcement, and residents use county and regional services.
- **Census-designated places (CDPs)** are unincorporated communities that the U.S. Census Bureau defines and counts for statistics (type CDP). They have no separate government. Other named places without Census boundaries are listed as type Community.

Region 3 at a Glance

County	Incorporated cities	Census-designated places	Other communities	County seat
Umatilla	12	10	19	Pendleton
Morrow	5	0	10	Heppner
Gilliam	3	0	5	Condon
Wheeler	3	0	4	Fossil
Region 3 total	23	10	38	

Umatilla County

Umatilla County has 12 incorporated cities and 29 unincorporated communities listed here (10 Census-designated places and 19 other named communities). The county seat is Pendleton. The 2020 Census counted 80,075 residents. Umatilla County is the region's population and service center. Pendleton, the county seat, and Hermiston, the largest city, each have shelter and most regional offices; Milton-Freewater anchors the northeast county near Walla Walla, Washington. The Umatilla Indian Reservation, home of the Confederated Tribes of the Umatilla Indian Reservation (CTUIR), lies east and southeast of Pendleton and includes the Mission CDP; tribal members are served by CTUIR programs as well as county and regional providers. Residents of unincorporated communities are governed by the Umatilla County Board of Commissioners. Provider listings by area appear in Chapter 2.

Incorporated Cities

Community	Type	Provider-chapter area
Adams	City	Milton-Freewater, Athena, Weston, Helix and Adams
Athena	City	Milton-Freewater, Athena, Weston, Helix and Adams
Echo	City	Hermiston, Umatilla, Stanfield and Echo

Regional Housing Need

This section shows the scale of housing need in Umatilla, Morrow, Gilliam and Wheeler counties, the reason a working three-tier continuum matters here. It brings together three kinds of evidence: rent and wage figures from the National Low Income Housing Coalition (NLIHC); poverty and cost-burden figures from the U.S. Census Bureau’s American Community Survey; and homelessness figures from Portland State University’s statewide homelessness estimates, the Oregon Community Continuum of Care (OC3, OR-505) and the Oregon Department of Education. The NLIHC figures come from [Out of Reach 2026](#) county data and [The Gap 2026](#) statewide shortage estimates. Their rent figures are HUD Fair Market Rents (FMRs), which HUD uses to set voucher payment standards. They describe typical local rents, not rents for any particular unit.

What It Takes to Afford Rent

A home is considered affordable when a household spends no more than 30% of its income on rent and utilities. The “housing wage” is the hourly wage a full-time worker needs to afford a Fair Market Rent at that standard.

Measure	Umatilla	Morrow	Gilliam	Wheeler	Oregon
Renter households	9,205	1,228	227	198	630,439
Share of households that rent	32%	28%	26%	28%	37%
Minimum wage (2026)	\$14.55	\$14.55	\$14.55	\$14.55	\$15.55 (standard)
Average renter wage	\$17.82	\$23.72	\$39.34	\$16.00	\$23.20
One-bedroom Fair Market Rent	\$946	\$831	\$799	\$770	\$1,445
Two-bedroom Fair Market Rent	\$1,241	\$1,027	\$1,048	\$1,010	\$1,738
Annual income needed for a two-bedroom	\$49,640	\$41,080	\$41,920	\$40,400	\$69,534
Two-bedroom housing wage	\$23.87	\$19.75	\$20.15	\$19.42	\$33.43
Weekly hours at minimum wage for a one-bedroom	50	44	42	41	71
Weekly hours at minimum wage for a two-bedroom	66	54	55	53	86
Rent affordable to a full-time minimum-wage worker	\$757	\$757	\$757	\$757	\$809
Rent affordable to a person relying on SSI (\$994 a month)	\$298	\$298	\$298	\$298	\$298

Source: [NLIHC Out of Reach 2026](#), [Oregon county data](#). The four counties are in Oregon’s non-urban minimum-wage area.

Chapter 1: CAPECO

Agency at a Glance

Field	Public-record finding
Legal name	Community Action Program of East Central Oregon (CAPECO); listed in Oregon’s CSBG State Plan as Community Action Partnership of East Central Oregon, Inc.
Organization type	Oregon nonprofit Community Action Agency; tax-exempt under Internal Revenue Code section 501(c)(3) (CAPECO)
Federal EIN	94-3060985 (ProPublica Nonprofit Explorer)
Incorporated	October 1987 (CAPECO About)
Mission	“Assisting those in need by combating the causes and conditions of poverty to enhance wellbeing, dignity, and justice through direct delivery of services, partnerships, and advocacy.” (CAPECO About)
Community Action territory	Umatilla, Morrow, Gilliam and Wheeler counties and the Confederated Tribes of the Umatilla Indian Reservation (Oregon CSBG State Plan 2027–2028)
Area Agency on Aging territory	The four Community Action counties plus Hood River, Sherman and Wasco counties
Administrative office	211 SE Byers Ave., Pendleton, OR 97801
Main line	(541) 276-1926; toll-free (800) 752-1139; fax (541) 276-7541; offices open Monday–Thursday, 8 a.m.–5 p.m., and Friday, 8 a.m.–noon
Housing entry point	CAPECO Coordinated Entry, the coordinated entry hub for the four counties: (541) 276-1926 (Pendleton) or (541) 289-7755 (Hermiston)
Website	capeco-works.org
Chief executive officer	Paula Hall
Continuum of Care	Oregon Community Continuum of Care (OC3, OR-505); CAPECO coordinates the Point-in-Time count in its four counties
FY2025 total revenue	\$13,436,585
FY2025 total expenses	\$12,708,759
FY2025 federal-award expenditures	\$5,920,784
Principal shelter	Promise Inn, Pendleton: 34 rooms and 37 beds, non-congregate
Owned affordable housing	103 units in four properties in Hermiston, Boardman, Irrigon and Pendleton, per CAPECO’s 2019–2024 strategic plan

Chapter 2: County Provider Directories

This chapter lists providers for the four counties of Region 3: Umatilla, Morrow, Gilliam and Wheeler. Each county section opens with a one-page Start Here list, follows the same service categories in the same order as every edition, and closes with emergency and disaster resources, a coverage review and source notes. Regional providers that serve all four counties, such as CAPECO, the Umatilla County Housing Authority and Community Counseling Solutions, appear in each county section with that county's contacts.

Umatilla County

Umatilla County's incorporated cities are Adams, Athena, Echo, Helix, Hermiston, Milton-Freewater, Pendleton, Pilot Rock, Stanfield, Ukiah, Umatilla and Weston. Its Census-designated places are Cayuse, Gopher Flats, Green Meadows, Kirkpatrick, McKay, Meacham, Mission, Riverside, Tutuilla and Umapine. The Umatilla Indian Reservation, home of the Confederated Tribes of the Umatilla Indian Reservation, is east and southeast of Pendleton. Pendleton and Hermiston hold most of the county's shelter, health and service offices. Each entry below lists the communities it serves, so residents of unincorporated and rural areas can see which providers reach them.

Start Here: Key Numbers for Umatilla County

In a life-threatening emergency, call 911. For everything else, start with these numbers. Details for each organization appear in the category sections that follow.

Everyday help

Need	Who to call
Not sure where to start	211info: dial 211 or (866) 698-6155; text your ZIP code to 898211
Shelter, homeless housing assessment (coordinated entry)	CAPECO Coordinated Entry: (541) 276-1926 (Pendleton) or (541) 289-7755 (Hermiston); toll-free (800) 752-1139. Promise Inn assessments are walk-in at 205 SE Dorion Ave., Pendleton
Emergency shelter	Promise Inn (Pendleton): (541) 240-7420; Project PATH (Hermiston): (541) 561-3680; Neighbor 2 Neighbor (Pendleton): (458) 300-3199
Rent, move-in or eviction help	CAPECO Eviction Prevention: (541) 276-1926; EUVALCREE (Hermiston): (541) 567-1185
Vouchers and affordable housing	Umatilla County Housing Authority: (541) 567-3241 or (800) 221-6729; CTUIR Housing Department: (541) 429-7920
Veterans	Umatilla County Veteran Services: (541) 278-6363; CTUIR Tribal Veteran Services: (541) 429-7389

Funding stream	Recipient	Amount	Year
CDBG (state program for non-entitlement areas)	State of Oregon (Business Oregon)	\$11,702,355	FY2026
HOME Investment Partnerships	State of Oregon (OHCS)	\$7,671,920	FY2026
Emergency Solutions Grants	State of Oregon (OHCS)	\$1,976,410	FY2026
Housing Trust Fund	State of Oregon (OHCS)	\$3,668,805	FY2026
Recovery Housing Program	State of Oregon	\$1,050,283	FY2026
CoC: CAPECO rapid rehousing	CAPECO	\$166,989	2024
CoC: CAPECO permanent supportive housing	CAPECO	\$52,085	2024
CoC: all OR-505 awards (26 counties)	Oregon Community Continuum of Care	\$2,884,164	2024

CAPECO's FY2025 audit reports \$198,451 in CoC expenditures, \$90,071 in HOME tenant-based rental assistance and \$57,155 in ESG-CV ([CAPECO FY2025 audit](#)).

Federal funding status. Oregon joined a multistate lawsuit challenging HUD's plan to cap the share of CoC funds used for permanent housing. HUD has since agreed not to enforce the challenged FY2025 conditions, and the FY2026 appropriations act directs HUD to renew expiring CoC projects without competition. Check current CoC award announcements before quoting future funding.

Sources: [HUD FY2026 CPD formula allocations](#); [HUD FY2024 OR-505 awards](#); [OHCS federal actions](#); [HUD CoC program page](#); checked October 2, 2026.

City-by-City HUD Routing

Every address in the four counties is served by the same housing authority for vouchers, the same Continuum of Care and the same coordinated entry hub. No city receives CDBG directly from HUD; every city and county applies to the state program. No city in the region crosses a county line. In every city, start housing help with CAPECO Coordinated Entry and apply for CDBG through Business Oregon.

Continued in the full edition

HUD routing for every incorporated city in the region,
plus local housing authority, Continuum of Care,
CDBG and housing-counseling office details.

Chapter 4: Oregon Shelter and Bridge Housing Funders

About This Chapter

This chapter lists the public and private funders that pay for Tier 1 emergency shelter and Tier 2 bridge and transitional housing in Oregon. It is identical in every regional edition. Federal HUD programs and the HUD dollars that reach this region are covered in Chapter 3. Permanent housing (Tier 3) funding is outside this chapter's scope; for permanent-housing programs, see Chapter 3 and the housing authorities listed in Chapter 2.

County and community foundations, coordinated care organizations and hospital programs that fund only one part of the state are listed in the county chapters, where they apply. Funding amounts, priorities and cycles change often. Confirm every detail with the funder before building a budget or a timeline around it.

How Shelter and Bridge Funding Works

Shelter and bridge projects rarely run on a single source. Most combine four kinds of money, and each funder in this chapter pays for some of them:

- **Capital:** units, site preparation, utilities, rehabilitation and equipment.
- **Operations:** staffing, sanitation, security, insurance, maintenance and utilities.
- **Services:** case management, housing navigation, behavioral health and peer support.
- **Move-on help:** deposits, short-term rent, utility setup and storage that help a resident leave shelter or bridge housing for permanent housing.

The tier label in each entry shows where the funder's published priorities fit the continuum. A funder listed for Tier 1 and Tier 2 may still decline a project that does not match its current focus.

Funder-by-Tier Summary

Funder	Tier	What it pays for	Can a city or county apply directly?	How to reach it
OHCS: Emergency Housing Assistance (EHA)	1, 2	Shelter and transitional operations, facility rehab, rapid rehousing, prevention	No; allocated to Community Action agencies	Community Action agency (Chapter 1)
OHCS: State Homeless Assistance Program (SHAP)	1	Shelter operations, outreach, shelter rehab, rapid rehousing	No; allocated to Community Action agencies	Community Action agency (Chapter 1)
OHCS: Statewide Shelter Program	1	Shelter operations, navigation, rehousing	No; awarded to regional coordinators	Regional shelter coordinator
OHCS: Emergency Solutions Grant (ESG)	1	Shelter, outreach, rapid rehousing, prevention	No; allocated to Community Action agencies	Community Action agency (Chapter 1)

Chapter 5: Oregon Human Development Corporation (OHDC)

Agency at a Glance

Field	Current public-record finding
Legal name	Oregon Human Development Corporation
Common abbreviation	OHDC
Organization form	Oregon nonprofit; federally tax-exempt 501(c)(3); Oregon CSBG-eligible migrant or seasonal farmworker organization
Employer identification number	93-1150042
Founded	1979
Mission	“Promoting economic advancement and self-sufficiency of farmworkers and underserved communities.”
Community Action role	Statewide farmworker Community Action organization; an overlay to, not a replacement for, Oregon’s 17 regional Community Action agencies
Primary population	Migrant and seasonal agricultural workers and their families; energy and weatherization services also serve other qualifying low-income households
Headquarters	205 Wasco Loop, Suite 101, Hood River, OR 97031; (541) 386-0333
Administration and service office	1550 NW Eastman Parkway, Suite 205, Gresham, OR 97030; (503) 245-2600
Executive director	Martin Campos-Davis
Board chair	Heather Ficht
Oregon service offices	Gresham, Hillsboro, Hood River, Klamath Falls, Ontario, The Dalles, Woodburn and Hermiston, plus one Nevada office
Flagship program	National Farmworker Jobs Program (NFJP) workforce development
Oregon NFJP allotment	\$2,470,673 (PY2025); \$2,452,595 (PY2026, beginning July 1, 2026)
Projected Oregon CSBG allocation	\$294,216 in each of FY2027 and FY2028, subject to final federal award
FY2025 Form 990 revenue and expenses	\$6,417,753 revenue; \$6,538,717 expenses
Continuum of Care and housing authority	No single CoC or housing authority; routing depends on where the participant lives
Checked	October 1, 2026

OHDC is one of Oregon’s 18 CSBG-eligible entities, but it does not have a county territory like the 17 regional Community Action agencies. Oregon identifies OHDC as a nonprofit migrant or seasonal

What's in the Full Edition

Region 3 • Umatilla, Morrow, Gilliam and Wheeler Counties • 132 pages • Updated annually

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Municipal Navigation Guide	How the directory works and the three-tier housing continuum
Cities Served	Every city and community, who governs it and where to look
Regional Housing Need	Rents, wages and the affordable-housing shortage in all four counties
1 CAPECO	Territory, leadership, funding, programs and shelter
2 County Provider Directories	Umatilla, Morrow, Gilliam and Wheeler, each with a Start Here list
3 U.S. Dept. of Housing and Urban Development	HUD dollars in the region and city-by-city routing
4 Oregon Shelter and Bridge Housing Funders	State, foundation and healthcare funders for Tiers 1 and 2
5 Oregon Human Development Corporation	Statewide farmworker services and how they connect locally
Glossary and Acronyms	Plain-language definitions grouped by topic

Every entry is sourced and dated

Each listing shows services, the housing tier it supports, communities served, phone, address, website and the public source it came from, with the date it was checked. Evidence cutoff: September 2026. Prepared for mayors, city managers, council members, county officials and community partners.