

IN CONSIDERATION OF RESOLUTION NO. 25-5534 FOR THE PURPOSE OF ADOPTING THE
SUPPORTIVE HOUSING SERVICES REFORM WORK PLAN

Date: Dec. 7, 2025

Department: Housing

Meeting Date: Dec. 16, 2025

Prepared by: Alice Hodge (she/her),
Council Liaison,
alice.hodge@oregonmetro.gov

Presenter: Liam Frost (he/him),
Interim Housing Director

Yesenia Delgado (she/her),
SHS Division Director

Length: 30 minutes

ISSUE STATEMENT

Metro staff will present Resolution No. 25-5534 for Metro Council consideration, which adopts the Supportive Housing Services (SHS) Reform Work Plan (Work Plan) and directs staff to implement the identified actions.

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

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

For each reform action, this Work Plan provides:

- Background
- High-level description of reform actions
- Key milestones and deliverables
- Timeline

This Work Plan captures specific administrative changes to the SHS Program and does not include the day-to-day work of oversight, policy and accountability that Metro Housing staff conduct. Rather, the actions contained in this work plan will enhance the ongoing work of the Metro Housing Department.

ACTION REQUESTED

Consider approving Resolution No. 25-5534 to adopt the SHS Reform Work Plan.

IDENTIFIED POLICY OUTCOMES

The proposed reform actions outlined in the Work Plan are expected to create the following policy outcomes:

- A newly consolidated SHS Regional Policy and Oversight Committee
- A new decision-making framework for the Regional Investment Fund and improved financial reporting and investment recommendation process
- Adoption of draft regional key performance indicators, key environmental indicators, and goals for future reporting and oversight
- A new regional data dashboard
- Codified administrative rules for specific SHS programmatic areas

POLICY QUESTION(S)

- Does Metro Council support adopting and directing staff to implementing the Work Plan?
- Are there specific reform areas where Metro Council would like additional presentations or discussions?
- Are there other areas Metro Council would like staff to consider when implementing this Work Plan?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Metro Council has called for SHS reforms and system improvements to achieve greater accountability and efficiency. The Work Plan supports that effort and outlines key action areas for near-term, practical reforms.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

This presentation follows the Nov 6 presentation that outlined proposed reform action areas. Prior to that, Metro staff presented to Council on Oct. 14 on the current state of SHS,

gaps and lessons learned, and an update on state and federal headwinds due to unanticipated budget cuts and federal policy changes.

Over the past two years, Metro has engaged with a broad range of partners and key interested parties across the region to better understand both the challenges and the opportunities within our homeless response system. These conversations have been instrumental in shaping a series of commonsense improvements aimed at making the system more effective.

In response, Metro staff provided the Metro Council with a memo in July 2025 outlining proposed reform areas and committed to developing an SHS Reform Work Plan for formal Council consideration this fall. The Reform Work Plan identifies a set of near-term, practical reforms that can be implemented without requiring a ballot measure. These changes are designed to streamline oversight, speed up coordination, and better support our regional system to deliver better outcomes for people experiencing homelessness.

BACKGROUND

Metro is responsible for ensuring the effectiveness of the system that supports SHS investments regionwide—for the benefit of the individuals it serves, for our partners, and for voters and taxpayers across the region. Now at the midpoint of the ballot measure’s 10-year duration, Metro and its partners are responsible for applying the lessons learned into refining administrative processes that will enhance the regional homeless services system.

During the first half of SHS Program implementation, Metro, the three county partners (Clackamas, Multnomah and Washington counties) and their contracted service providers have:

- Placed **8,791** households in housing
- Prevented **18,711** households from homelessness
- Created or sustained **2,620** shelter units

These accomplishments provide a solid foundation for the next phase of SHS, as Metro and its partners focus on deepening regional impact, improving system performance, and ensuring better accountability to the public.

ATTACHMENTS

- None