



600 NE Grand Ave.
Portland, OR 97232-2736

Council work session agenda

Tuesday, March 18, 2025

10:30 AM

**Metro Regional Center, Council chamber,
<https://zoom.us/j/615079992> (Webinar ID:
615079992) or 888-475-4499 (toll free)**

Work session will begin at 10:30 a.m. Agenda item times are estimated and the order of items may be subject to change.

This meeting will be held electronically and in person at the Metro Regional Center Council Chamber. You can join the meeting on your computer or other device by using this link:
<https://zoom.us/j/615079992> (Webinar ID: 615 079 992)

10:30 Call to Order and Roll Call

10:30 Work Session Topics:

10:30 Addressing Regional Homelessness: Updates On Council [25-6216](tel:25-6216)
President's Work Group And Other Supportive Housing
Services Reform Efforts

Presenter(s): Council President Peterson, Metro

Attachments: [Staff Report](#)
[Attachment 1- Metro President's Work Group Roster](#)
[Attachment 2- Metro President's Work Group Case Studies Packet](#)

11:20 Chief Operating Officer Communication

11:25 Councilor Communication

11:30 Adjourn

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ១ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានការប្តឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេបកប្រែភាសាសំរាប់លោកអ្នក ។

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**Addressing Regional Homelessness: Updates On
Council President's Work Group And Other
Supportive Housing Services Reform Efforts**
Work Session Topics

Metro Council Work Session
Tuesday, March 18, 2025

ADDRESSING REGIONAL HOMELESSNESS: UPDATES ON COUNCIL PRESIDENT’S WORK GROUP AND OTHER SUPPORTIVE HOUSING SERVICES REFORM EFFORTS

Date: March 11, 2025

Prepared by: Craig Beebe,
craig.beebe@oregonmetro.gov

Department: Office of the Council
President

Presenter: Council President Lynn
Peterson

Work Session Date: March 18, 2025

Length: 60 minutes

ISSUE STATEMENT

Metro Council is considering and collaborating with partners on potential reforms to improve the impact, accountability and stability of regional programs to address homelessness and housing instability. Last month, the Council President’s Work Group on these reforms began meeting to discuss a potential North Star, key performance indicators, data needs and other considerations for the future of the region’s work to address homelessness.

ACTION REQUESTED

No specific action requested at this work session. Councilors may request additional information or provide guidance to support refinement of legislative action and collaboration with partners.

IDENTIFIED POLICY OUTCOMES

In line with stakeholder/community input since January 2024, the Council has been considering reforms that address three primary facts:

- The region needs to continue funding in services and affordable housing to address homelessness for decades to come. However, regional funding for both will end within a few years, as the supportive housing services (SHS) taxes expire and Metro’s affordable housing bond is fully spent out.
- There is no viable path to extending regional funding to address homelessness without reforming how SHS taxes are used and overseen, so that they can invest in a full range of solutions to homelessness and to demonstrate greater accountability, efficiency and transparency.
- There is an extraordinary opportunity to bring together a wide coalition of providers, business leaders and community leaders to advocate for an extension and expansion of SHS, safeguarding the progress that has been made and ensuring that thousands more people can keep stable housing.

The Metro Council discussed a potential policy package in January that included a draft “Ballot Measure Ordinance” (No. 25-1525) that includes reforms that would be submitted

to voters, and a draft “Companion Ordinance” (No. 25-1526) that would advance a transition to a reformed SHS program upon passage of a measure.

On Feb. 24, Council President Peterson convened a work group of elected and community leaders to discuss potential reforms identified in the above draft ordinances, including the identification of a regional North Star vision for addressing homelessness, as well as Key Performance Indicators and data needs that can help support analysis, communication and strategic decision-making. The work group, co-chaired by Council President Peterson and Clackamas County Commissioner Ben West, is expected to meet on a regular basis through mid-June.

POLICY QUESTIONS

- Does Council have further guidance on future collaboration and decision-making on proposed reforms?

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Through efforts with many jurisdictions, providers and community partners, the voter-approved 2018 Metro Affordable Housing Bond and 2020 Supportive Housing Services measure have helped thousands of families and individuals across the greater Portland region find stable, affordable housing and get the supports they need to avoid or escape homelessness.

Yet there is more to do. Housing costs continue to outpace what people earn and the impacts of homelessness are felt in every corner of greater Portland. These realities will continue beyond the current 2030 expiration of the SHS program and the successful completion of investments by the affordable housing bond.

Last fall, the Metro Council approved Resolution No. 24-5436, providing direction on a reform package to secure impactful, stable regional supportive housing services and affordable housing funding into the future. Building on a July 2024 Chief Operating Officer recommendation and repeated input from community and stakeholders, the Metro Council has been clear that its immediate focus remains on addressing homelessness – effectively, collaboratively and with clear benefits to all.

This direction was then refined into a pair of proposed ordinances that Council discussed in January, including a potential ballot measure and further reforms that would take effect upon passage of a measure.

Any extension of the SHS sunset or expansion of its uses must be approved by the region’s voters. Other elements of proposed changes to governance, accountability and allocation may or may not be included in a ballot measure. However, public opinion research and

stakeholder input demonstrates clearly that updates to oversight and accountability are likely necessary to build coalition and voter support for a potential measure.

Several significant events have occurred since the Metro Council's discussion of on these potential ordinances in January. These include, but are not limited to:

- The Feb. 24 launch of the Metro Council President's Work Group, described above
- The finalization of a data-sharing agreement between Metro and the three counties, discussed with the Metro Council on Feb. 27
- The release of the year three SHS Regional Annual Report and first and second quarterly reports for the current fiscal year, which were presented to the Metro Council on March 4 and 11, respectively
- Metro Council consideration of action to distribute Metro administrative funding carryover to support programs by local partners
- Repeated and ongoing engagement with the three counties, as well as cities and other stakeholders, to understand and respond to concerns about the counties' SHS budget shortfalls

POLICY OPTIONS TO CONSIDER

Council should discuss how best to advance its desires through potential reform actions, and continued collaboration with jurisdictional partners, providers, community and business leaders, and other stakeholders.

BACKGROUND

On July 9, 2024, Metro COO Madrigal released recommendations ("COO Recommendation") to the Metro Council, to address several significant challenges and needs in how the region addresses housing affordability and homelessness. The COO Recommendation followed six months of engagement with the stakeholder advisory table, jurisdictional partners, housing and service providers, and community members.

The Metro Council discussed the COO Recommendation, stakeholder engagement and Councilor priorities at work sessions and meetings on July 9, July 25, August 1, September 24 and October 3. The Council unanimously adopted Resolution No. 24-5436 on October 17.

Throughout the fall and winter, Councilors and Metro staff continued engagement with county, city and coalition leaders. Council also further articulated goals for a reformed program at work sessions on Nov. 26 and Dec. 5.

On Jan 16 and 23, 2025, the Metro Council reviewed and discussed working draft language for two ordinances to advance its direction – one for referral to voters, and the other contingent upon voter approval. The Metro Council opted to postpone consideration of action on the proposed ordinances to allow for conversations to continue at the Council

President's Work Group, as well as among coalitions whose support would be critical for a proposed ballot measure.

Public opinion research has gauged priorities for a potential measure, finding that a measure to extend and improve SHS could be viable, if paired with strengthened oversight and accountability, clear metrics to track and report progress, and a strong coalition of support. The Metro Council has not yet determined whether to refer a measure to voters on the November 2025 ballot.

The Council is currently scheduled to continue conversation of potential SHS reforms at a work session on March 25, and is tentatively scheduled to consider action on Ordinances No. 25-1525 and 25-1526 this spring. A first read and public hearing are tentatively scheduled for April 17.

ATTACHMENTS:

- Metro Council President's Work Group Roster



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Metro President's Work Group Roster		
Position	Member	Member
Metro	President Lynn Peterson (Co-Chair)	Councilor Ashton Simpson
Metro	Councilor Christine Lewis	
Multnomah County	Commissioner Shannon Singleton	Commissioner Julie Brim-Edwards
Washington County	Commissioner Jerry Willey	Chair Kathryn Harrington
Clackamas County	Commissioner Ben West (Co-Chair)	Chair Craig Roberts
Cities of Multnomah County	Mayor Travis Stovall City of Gresham	Mayor Keith Wilson City of Portland
Cities of Washington County	Mayor Tim Rosener City of Sherwood	Mayor Lacey Beaty City of Beaverton
Cities of Clackamas County	Mayor Joe Buck City of Lake Oswego	Mayor Lisa Batey City of Milwaukie
Welcome Home Coalition	Mercedes Elizalde Latino Network	
Here Together	Melissa Earlbaum Clackamas Women's Services	
Coalition of Communities of Color	Sahaan McKelvey Self Enhancement Inc	
Housing Oregon	Rachael Duke Board Chair, CPAH	
Clackamas County Business Alliance	Nellie Devries Executive Director	
Westside Economic Alliance	Elizabeth Mazzara Myers Executive Director	
Portland Metropolitan Association of Realtors	Alex Phan Principal Broker	
Portland Metro Chamber	Andrew Rowe Purposeful Ventures	

Calgary, Alberta, Canada

North star: “Guiding the fight against homelessness” and “We envision the day when homelessness is rare, brief, and non-recurring — perhaps an episode in someone’s life, but never a condition that defines one’s life.”

Population: 1,491,900 (2024)
Point in time count (2024):
Total individuals - 2,782

KPIs

- People no longer experiencing homelessness
- People housed
- People diverted from emergency shelter to immediate housing services
- Additional KPIs set by provincial government
- Reductions in public services
 - Emergency room visits
 - Court appearances
 - Emergency medical services (EMS) uses
 - Hospital stays
 - Police interactions
 - Incarcerations

The [Calgary Homeless Foundation](#) (CHF) uses a Homeless Management Information System (HMIS) to develop KPIs that measure progress toward community goals. It also helps monitor if services are being deployed most efficiently and effectively towards the desired outcome and to identify and triage immediate service needs.

Structure

In Calgary, government ministries and a network of agencies known as Calgary’s Homeless-Serving System of Care serve people experiencing homelessness.

CHF is a nonprofit hub that has been leading and coordinating efforts to end homelessness. However, in December 2024 the provincial government announced that this model will soon change.

CHF has been serving as a central system planner, funder and data-driven decision-maker to improve housing and support services for vulnerable populations. Under this model, the foundation and six other organizations have acted as local hubs and received a lump sum of government money, which they distribute to smaller organizations in their area. This system uses real-time data-driven insight to track homelessness trends through pooled data of all clients served.

Under the provincial government’s new plan, funding distribution will shift from nonprofit hubs to the government, which will distribute the funding in the form of government grants.

Program highlights

[The Alberta Recovery Model](#) is recovery-oriented system of care with a coordinated network of personalized, community-based services for people at risk of or experiencing addiction and mental health challenges. It provides access to a full continuum of services and support from prevention and intervention to treatment and recovery. The Alberta Recovery Model was developed by the Government of Alberta and is administered by Recovery Alberta, one of four public health ministries in Alberta.

Denver, Colorado

North stars: “A region where everyone has a safe, stable place to call home”

Population (2024): 3,245,276
Counties: 7
Point in Time Count (2023):
Total Individuals – 14,281

KPIs

Metro Denver Homeless Initiative (MDHI) reports on the following measures in an annual [State of Homelessness](#) report:

- People experiencing homelessness via Point in Time count
- Number of people assessed and prioritized for housing via Coordinated Entry
- Youth experiencing housing instability via McKinney-Vento
- Tracking racial disparities and causes of homelessness using HMIS
- Tracking select economic and housing market indicators

MDHI focuses on real-time quality data which means they can account for everyone experiencing homelessness by name in each population. This Quality By-Name List (BNL) helps the program understand the scope of homelessness in each subregion, describes the inflow and outflow on an ongoing basis, and helps measure progress towards ending it. MDHI also partners with [Community Solutions](#) to certify data, assuring 100% data reliability.

Regional goals

By end of year 2024:

- 9/9 subregions achieve quality data for Veterans
- 4/9 subregions achieve functional zero for Veterans
- 33% reduction in the number of Veterans actively experiencing homelessness across 9 sub-regions
- Build out data infrastructure in HMIS to support all subpopulations (families, youth, single adults, chronically homeless)

By end of year 2027:

- Have quality all singles data in 9/9 subregions
- Have quality data for youth in the region
- Have quality data for families in the region
- Have reached functional zero in all subregions for Veterans
- Have 4 subregions ended homelessness for at least one of the following subpopulations (all singles, chronic singles, families)

Structure

The [Metro Denver Homeless Initiative](#) (MDHI) is a regional continuum of care (CoC) encompassing seven counties and 40 municipalities. MDHI coordinates CoC applications and reporting for the continuum through the support of a membership organization, which facilitates several committees to involve interested and affected parties including a Coordinating Committee with broad participation, a Community Design Team for coordinated entry partners, and a Youth Work Group for providers serving youth. MDHI’s efforts broadly align with the [Community Solutions Built for Zero methodology](#) for achieving functional zero for specific subpopulations via targeted, data driven investments.

Program highlight

The Denver region achieved functional zero for veteran homelessness using the Built for Zero methodology, a data-driven approach aimed at ending homelessness by creating systems that prevent, detect, and rapidly resolve homelessness for specific populations. MDHI transitioned its HMIS software, enabling better data customization and integration with the VA's system. MHDH established subregions, [updated its HMIS](#) to allow for better collaboration and integration, and set time-bound population-specific data quality goals.

Houston, Texas

North star: “Ensure homelessness is rare, brief and nonrecurring”

Population: 2,319,119 (2024)
Counties: 3
Point in Time Count (2024):
Total individuals - 3,280

KPIs

- Length of time homeless
- Returns to homelessness
- Number of homeless persons
- Increased income
- First time homeless
- Exits from street outreach
- Exits to permanent housing destinations
- Exits to or retention of permanent housing

Houston, Texas has developed a north star to inform the specific actions and strategies included in their [5-year Community Plan to End Homelessness](#). Coalition staff and consultants use KPIs to determine service gaps and new resources and strategies to work towards the goals and priorities defined in the plan.

Structure

Houston's local homeless response system is a collective of more than 100 partners called [The Way Home](#) a regional Continuum of Care (CoC) that receives federal funds to administer homelessness response. It includes homeless service agencies, local governments, public housing authorities, the local Veterans Affairs office, and other nonprofits and community stakeholders. It encompasses Harris, Fort Bend, and Montgomery counties, Texas.

The Way Home has committed to ending homelessness in the greater Houston region and has defined “Ending homelessness” to mean preventing it when possible and ensuring homelessness is rare, brief, and one-time when not preventable.

[The Coalition for the Homeless of Houston/Harris County \(CFTH\)](#), a nonprofit, is the lead agency to The Way Home which coordinates community strategies to address homelessness.

Since its inception in 2011, The Way Home has achieved a 63% reduction in homelessness in the greater-Houston area, and more than 32,000 people have been housed. This is done through a coordinated system using real time data to track progress and address program and service gaps.

Program highlights

Housing First: The Way Home bases its programs on a Housing-First model. HUD defines “Housing First” as “an approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry.”

Lot size reform: In 1998, a policy change in Houston reduced the city's minimum-lot-size requirement and enabled development of over 34,000 town houses from 2007 to 2020. In 2013, the policy was expanded to cover nearly the entire city. Paired with Houston's reduced requirements for building setback and heights, the minimum lot sizes enabled more housing development throughout the city.

King County, Washington

North star: “Bring unsheltered people inside in a way that meets their needs for safety, stability and healing, as quickly as possible to prevent death and further harm”

Population (2023): 2,262,713
Counties: 1
Point in Time Count (2023):
Total Individuals – 16,868

KPIs

King County looks at the following KPIs to assess the baseline number of households accessing the homelessness response system and the number of households entering the homelessness response system. With these baseline numbers, the program then tracks KPIs across their [Five-Year Plan \(2023-2028\)](#).

- Number of households accessing the system
- Number of households entering the system
- Number of households exiting to permanent housing
- Returns to homelessness at 6-, 12- and 24-months post-program exit
- Number of temporary and permanent housing units in the system
- Throughput of temporary and permanent housing units in the system
- Utilization of temporary and permanent housing units in the system

Where possible, these measures are further broken down by:

- Household type: Single adults, families with children, and youth and young adults
- Race and ethnicity
- Program type: Emergency shelter/housing, transitional housing, day center, safe haven, rapid-rehousing, diversion, safe parking

A Path Forward goals

In its [Five-Year Plan \(2023-2028\)](#), the region has set the following goals across system levels, each with a list of prioritized “key actions” further outlined (beginning on page 29):

- Every service provider has the resources to implement best practices and can recruit and retain necessary staff
- All service providers can coordinate response with better data capacity, every sub-region has services, and all disproportionately impacted sub-populations are served
- Multiple systems of care can coordinate to ensure supportive transitions and leverage every opportunity to prevent homelessness

Structure

The [King County Regional Homelessness Authority](#) (KCRHA) serves as the continuum of care for King County and the dozens of cities within it. A partnership between City of Seattle and King County, KCRHA was created in 2019 with the aim of regionalizing homeless services, creating a consistent strategy across cities and reducing administrative burden by centralizing the greater Seattle area’s homelessness response funding under a single authority. In August 2024, the City and county approved a revised Interlocal Agreement, consolidating the agency’s implementation and

governing boards into a single entity composed primarily of elected officials with the goals of streamlining oversight, and enhancing transparency, coordination, and accountability.

Program highlight

KCRHA collaborates with state and local jurisdictional partners and organizations in the [Encampment Resolution Initiative](#), which focuses resources on specific prioritized encampments, offering permanent housing placement opportunities as sites are being cleared. In King County, the program has placed 90% of residents in targeted camps into housing.

San Antonio, Texas

North stars: “Ensure everyone has a place to call home” and “Significantly and efficiently reduce homelessness”

Population (2024): 2,319,119

Counties: 2

Point in Time Count (2024):

Total Individuals - 3,398

KPIs

The following are baseline metrics developed by [Close to Home](#), the CoC lead agency for San Antonio and Bexar County.

- People experiencing homelessness
- People experiencing unsheltered homelessness
- Returns to homelessness from positive housing exits from the homeless response system
- People experiencing homelessness for the first time
- Positive housing exits from the homeless response system

2025 Alliance to House Everyone One-Year Action Plan Strategic Objectives

Additional KPIs were developed for eight strategic objectives outlined in its [2025 One-Year Action Plan](#). Each of the 2025 Strategic Objectives are evaluated using one or more of these baseline metrics. Additionally, each objective includes key performance indicators (KPI) critical to understanding the impact of actions taken in support of the objectives in 2025.

- Prevent Homelessness and Reduce Inflow
- Expand Housing Options and Accelerate Housing Placements
- Strengthen Homeless Response & Services for Youth & Young Adults
- Improve Coordination & Access to Domestic Violence Services
- Improve Access to Healthcare Services
- Strengthen Street Outreach Coordination
- Effectively Address Equity and Accessibility
- Strengthen System and Program Capacity

Example:

Strategic Objective - Prevent Homelessness and Reduce Inflow

Baseline KPI

- Number of households and individuals experiencing homelessness for the first time
- Number of first-time homeless households and individuals enrolled in a prevention program

2025 KPI

- Complete a coordinated prevention analysis with the City of San Antonio (COSA), Bexar County, and the United Way

Structure

Since 2016, [Close to Home](#) has been HUD's Continuum of Care (CoC) lead agency for San Antonio and Bexar County and is the backbone nonprofit organization providing funding, education and accountability to organizations that address homelessness and housing insecurity in the region. Close to Home secures and distributes funding for direct service providers in the housing and homelessness sectors and provides guidance to improve local policies and programs.

The [Alliance to House Everyone](#) is the HUD Continuum of Care (CoC) group of approximately 50 organizations that collaborate to address homelessness in the Bexar County region. With the support and direction of the lead agency, Close to Home, the Alliance to House Everyone convenes to share information, provide training opportunities, recommend coordination strategies, and address service gaps or resource needs. As the CoC lead, Close to Home supports the Alliance to House Everyone by securing funding, providing guidance, and improving local policies and programs. Together, Close to Home and the Alliance work toward reducing homelessness.

Program Highlight

[Haven for Hope](#), a 22-acre, 1,600-person shelter in San Antonio. The facility serves 85% of the city's total homeless population and offers opportunities for individuals to have a safe place to sleep indoors, hot meals, shower and laundry services, and access to numerous community resources.

Upstate South Carolina

North star: “To prevent, reduce and end homelessness through the coordination of agencies in our communities.”

Population: 1,585,3999 (2023)

Counties: 13

Point in Time Count (2023):

Total individuals – 1,669

KPIs

- Length of time homeless
- Returns to homelessness
- Number of homeless persons
- Increased income
- First time homeless
- Exits from street outreach
- Exits to permanent housing destinations
- Exits to or retention of permanent housing

Implementing and maintaining a Homeless Management Information System (HMIS) allows the Upstate South Carolina program to compete more effectively for federal funding to support the work of preventing homelessness. Their KPIs are determined by data points captured in HMIS which allows for better management of client data, coordinated services, helps guide resource allocation, and streamline service delivery.

Structure

The Upstate Continuum of Care serves the 13 counties in Upstate South Carolina and is made up of more than 80 agencies. The nonprofit [United Housing Connections](#) is the lead agency in the CoC's efforts throughout 13 counties and is the collaborative applicant for the HUD CoC Program Grant.

HMIS in South Carolina is integrated for a more inclusive approach that enhances the ability to refer those needing services all over the state.

In 2023, the Upstate CoC began the process of developing a Diversity, Equity and Inclusion Committee that reinforces its “dedication to creating and maintaining an environment that is inclusive of all persons.

Program Highlights

Upstate South Carolina’s regional coordination focuses primarily on funding and data sharing. Individual counties and cities have recently [announced](#) their own [initiatives](#) focused on connecting individuals to housing and shelter closer to their communities.

The City of Spartanburg, in acknowledging the rise in the presence and complexity of homelessness and the ongoing challenges that arise with it within the past few years, created the Homeless Engagement and Response Team (HEART). The HEART team operates with the following goals of reducing the number of homelessness by 10%, successfully refer at least 75% of homeless residents to resources within Spartanburg, and to engage in at least 12 educational opportunities with the community within the next year.

Materials following this page were distributed at the meeting.

Case Studies Overview

March 18, 2025



A North Star should be:

- Clear and simple
- Able to be interpreted across the entirety of the system by implementing jurisdictions and the public
- Interpreted into values-driven story telling

Questions to consider

- How do you define a north star? Is it a mission, vision, outcome, goal? Or all of them?
- What common themes do you notice between the north stars in these case studies?
- What are some key characteristics of each?
- What merits do you see in these approaches? What would you do differently as we develop a north star for our region?

Rare, Brief and Non-recurring

- 2010s: Developed by HUD under the Obama administration in **Opening Doors**, the first federal plan to prevent and end homelessness
- 2019: Canada's **Reaching Home: Canada's Homelessness Strategy** adopted similar language; adopted internationally (UK, Finland, Australia, etc.)
- **A best-practice benchmark:** All case study CoCs reference it, but many have a different "North Star"

Houston, TX

Population: 2,319,119 (2024)

Counties: 3

Point in Time Count (2024):

Total individuals - 3,280

Structure

- Regional Continuum of Care: more than 100 partners
- Non-profit led
- 5-year plan

North Star

- Ensure homelessness is rare, brief and non-recurring

San Antonio, TX

Population (2024): 2,319,119

Counties: 2

Point in Time Count (2024):

Total Individuals - 3,398

Structure

- Multiple Continuums of Care
- Multiple sets of KPIs

North Stars

- Ensure everyone has a place to call home
- Significantly and efficiently reduce homelessness

Calgary, Alberta, CAN

Population: 1,491,900 (2024)
Point in time count (2024):
Total individuals - 2,782

Structure

- Calgary Homeless Foundation- non-profit hub
- Data-driven decision making
- Alberta Recovery Model

North Stars

- Guiding the fight against homelessness
- We envision the day when homelessness is rare, brief, and non-recurring — perhaps an episode in someone's life, but never a condition that defines one's life.

King County, WA

Population (2023): 2,262,713

Counties: 1

Point in Time Count (2023):

Total Individuals – 16,868

Structure

- Regional Continuum of Care: partnership between King County, City of Seattle and smaller cities
- Consolidated governance structure
- Five-year plan

North Star

- Bring unsheltered people inside in a way that meets their needs for safety, stability and healing, as quickly as possible to prevent death and further harm.

Denver, CO

Population (2024): 3,245,276

Counties: 7

Point in Time Count (2023):

Total Individuals – 14,281

Structure

- Regional Continuum of Care: seven counties and 40 municipalities
- Focus on real time data
- Partnership to certify data reliability

North Star

- A region where everyone has a safe, stable place to call home

Upstate South Carolina

Population: 1,585,3999 (2023)
Counties: 13
Point in Time Count (2023):
Total individuals – 1,669

Structure

- Regional Continuum of Care: 13 counties, more than 80 agencies
- Non-profit led
- State-wide integrated HMIS

North Star

- To prevent, reduce and end homelessness through the coordination of agencies in our communities

Discussion questions

- How do you define a north star? Is it a mission, vision, outcome, goal? Or all of them?
- What common themes do you notice between the north stars in these case studies?
- What are some key characteristics of each?
- What merits do you see in these approaches? What would you do differently as we develop a north star for our region?

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