



600 NE Grand Ave.  
Portland, OR 97232-2736

# Supportive Housing Services Regional Policy Oversight Committee (SHS RPOC) agenda

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Wednesday, May 13, 2026

3:00 PM

Metro Regional Center, Zoom Meeting ID:

992 8075 2363 Meeting password: 137066

Meeting phone: 971-247-1195 ,

888-475-4499;

<https://zoom.us/j/99280752363>

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## 1. Call to Order, Declaration of a Quorum & Introductions

1.1 Call to Order and Declaration of a Quorum

[COM](#)

[26-1093](#)

Presenter(s): Chair Juan Carlos Gonzalez (he/him), Metro  
Raahi Reddy, Estolano Advisors (she/her)

## 2. Staff Updates

2.1 Staff Updates: Approved ByLaws, Committee Manual,  
Mentimeter Results

[COM](#)

[26-1104](#)

Presenter(s): Yesenia Delgado (she/her), Metro

Attachments: [RPOC Adopted- Bylaws](#)  
[Metro Advisory Committee Manual \(RPOC\)](#)  
[4.15.26 Mentimeter results](#)

## 3. Information/Discussion items

3.1 RPOC 7-month agenda overview

[COM](#)

[26-1095](#)

Presenter(s): Chair Juan Carlos Gonzalez (He/Him), Metro  
Yesenia Delgado (She/Her), Metro  
Raahi Reddy (She/Her), Estolano Advisors)

Attachments: [SHS RPOC 7-Month Agenda Overview](#)  
[RPOC 7-month Role Priorities](#)

3.2 Group Agreements and Decision-Making [COM](#)  
[26-1096](#)

Presenter(s): Rahi Reddy (she/her), Estolano Advisors

Attachments: [RPOC Motions Guide](#)

3.3 SHS Reforms: KEIs, KPIs, and Goals [COM](#)  
[26-1097](#)

Presenter(s): Liam Frost (he/him), Metro  
Yesenia Delgado (she/her), Metro  
Raahi Reddy (she/her), Estolano Advisors

Attachments: [SHS Reforms Goals KPIs, KEIs, Goals Endorsed](#)

3.4 FY26-27 County Annual Work Plans [COM](#)  
[26-1098](#)

Presenter(s): Lizzie Cisneros (she/her), Metro  
County Partners

Attachments: [Clackamas County - Draft FY2627 annual workplan](#)  
[Multnomah County - Draft FY2627 annual workplan](#)  
[Washington County - Draft FY2627 annual workplan](#)

3.5 Public Communication on Agenda Items [COM](#)  
[26-1100](#)

Presenter(s): Raahi Reddy (she/her), Estolano Advisors

**4. Consent Agenda**

4.1 April Minutes Approval / By-Laws Approval [COM](#)  
[26-1099](#)

Presenter(s): Rahi Reddy (she/her), Estolano Advisors

Attachments: [11. 2026-04-15 RPOC-meeting-minutes](#)

**5. Public Communication on Agenda Items**

Submit written testimony by emailing [housingservices@oregonmetro.gov](mailto:housingservices@oregonmetro.gov). Written testimony received by 4 p.m. the Friday before the meeting will be shared with the committee in advance. All written testimony received will be added to the meeting record. Written testimony received after the 4 p.m. deadline may be shared with the committee after the meeting.

Those wishing to testify orally are encouraged to sign up in advance by either: (a) contacting the program assistant by email at [housingservices@oregonmetro.gov](mailto:housingservices@oregonmetro.gov) and providing your name and the agenda item on which you wish to testify or (b) if time permits, you may be able to testify without prior notice by letting the facilitator know during the public testimony period in the virtual meeting.

Individuals will have three minutes to testify unless otherwise stated at the meeting.

**6. Adjourn**



January 2021



# Metro

600 NE Grand Ave.  
Portland, OR 97232-2736  
oregonmetro.gov

Agenda #: 2.1

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**File #:** COM 26-1104

**Agenda Date:** 5/13/2026

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**Staff Updates: Approved ByLaws, Committee Manual, Mentimeter Results**

Yesenia Delgado (she/her), Metro

**SUPPORTIVE HOUSING SERVICES  
REGIONAL POLICY AND OVERSIGHT COMMITTEE BYLAWS**

Adoption Date April 30, 2026

**ARTICLE I**

**NAME**

The committee is known as the Supportive Housing Services Regional Policy and Oversight Committee (SHS RPOC or Committee).

**ARTICLE II**

**PURPOSE AND AUTHORITY; RELATIONSHIP TO COUNCIL**

Section 1. Establishing Authority

Ordinance No. 25-1539 established the Supportive Housing Services Regional Policy and Oversight Committee.

Section 2. Metro Code Governing Section

- A. Unless explicitly stated otherwise in these bylaws, the SHS RPOC is governed by Metro Code Section 2.19.280 specifically and Metro Code Chapter 2.19 generally.
- B. These bylaws are adopted for the internal governance of the SHS RPOC. As set forth in Metro Code Section 2.19.050, this Committee's bylaws may not govern its membership or authority.
- C. These bylaws contain certain sections that restate provisions of the Metro Code and Metro Council actions regarding the SHS RPOC's purpose, authority, and membership. These provisions are included solely to provide a consolidated and accessible reference for Committee members. Nothing in these bylaws is intended to modify or supersede the Metro Code or any Metro Council action.

Section 3. Purpose and Authority

As set forth in Metro Code Section 2.19.280, the purpose and authority of the SHS RPOC is to:

- 1. Evaluate local implementation plans, and make and submit recommendations to Metro Council to advance program goals and support guiding principles;
- 2. Accept and review annual reports from Local Implementation Partners for consistency with approved local implementation plans;
- 3. Monitor financial aspects of program administration, including review of program expenditures;
- 4. Provide an annual report and presentation to Metro Council and Clackamas, Multnomah, and Washington County Boards of Commissioners assessing SHS Program performance, challenges, and outcomes;
- 5. Establish and submit to Metro Council for adoption regional key performance indicators, key environmental indicators, and SHS Program goals;
- 6. Periodically review and submit to the Metro Council for adoption updates to the regional coordination plan, incorporating adopted regional strategies, metrics and goals, and establishing how funds dedicated for regional investments pursuant to Metro Code Section 11.01.180 (the "Regional Investment Strategy Fund") may be used;

7. Review and recommend to Metro Council for approval proposals from Local Implementation Partners to make investments from the Regional Strategy Investment Fund;
8. Develop and recommend to Metro Council for approval of guidance to Local Implementation Partners on the implementation of strategies to achieve regional goals and outcomes.
9. Monitor the implementation of the Regional Coordination Plan, including the financial investments by the Local Implementation Partners from the Regional Strategy Investment Fund; and
10. Perform other duties and functions that Metro Council may prescribe.

Section 4. Relationship to Metro Council

The SHS RPOC is an advisory committee to Metro Council.

**ARTICLE III  
MEMBERSHIP AND APPOINTMENT**

Section 1. Composition of Committee

The Committee is composed of 22 members, including local jurisdictions, homelessness experts, and other representatives:

*Voting Members*

Metro	3
Clackamas County	1
Multnomah County	1
Washington County	1
City of Portland	1
Cities of Clackamas County	1
Cities of Multnomah County	1
Cities of Washington County	1
Homeless services experts (including permanent supportive housing, shelter/transitional housing, recovery system, family system)	3
Coordinated care organization representative	1
Culturally specific services coalition representative	1
Housing/homeless services coalition representative	1
Business coalition representative	1
Justice system representative	1
<b>Total</b>	<b>18</b>

*Non-Voting Members*

State of Oregon agency representative from Oregon Housing and Community Services department	1
TriMet	1
Housing provider representative (e.g., Housing Authority or Community Development Corporation)	1
Representative from philanthropic organization	1
<b>Total</b>	<b>4</b>

## Section 2. Appointment of Members

The Metro Council will appoint members to the Committee as set forth in Metro Code Section 2.19.280.

## Section 3. Alternate Members

- A. Elected officials may have alternate members. The appropriate governing body that selected the appointed elected official will also select an alternate member in the manner set forth in Metro Code Section 2.19.280(f). A governing body is not required to select an alternate member.
- B. Alternate members will serve in a liaison role when the appointed elected official is unavailable to attend a regularly scheduled meeting. The alternate member is expected to provide updates to the appointed elected official and the alternate's elected board or constituency regarding information obtained at the meeting at which the alternate attended in lieu of the appointed elected official.
- C. Metro Council will reassess the impact and necessity of alternate members no later than April 1, 2027.

# ARTICLE IV OFFICERS AND DUTIES

## Section 1. Officers

The only Committee officers are the chair and vice-chair.

## Section 2. Appointment of Officers

The Metro Council appoints the chair and vice-chair, and each must be a Metro Councilor.

## Section 3. Duties of the Chair

The chair will support and provide guidance on content and ideas to meet the committee goals, support decision making procedures, and help develop agendas and the Committee's work program. More specifically, the chair may:

- Allow facilitators to lead discussions and keep the group to time/task.
- Participate in committee discussions and forming committee recommendations.
- Start and end meetings on time unless the group agrees to extend the meeting time.
- Provide guidance (if needed) on content and ideas to meet committee goals.
- Encourage consensus decision making.
- Lead discussions.
- Participate in development of meeting agendas, in coordination with Metro staff and facilitator.

## Section 4. Duties of the Vice-Chair

In the absence of the chair, the vice-chair will assume the duties of the chair.

## **Section 5. Officer Voting**

The chair, or vice-chair serving in the absence of the chair, are voting members.

# ARTICLE V MEETINGS

## Section 1. Public Meetings Compliance

The SHS RPOC is a public body and is governed by Oregon's Public Meetings Laws, ORS 192.610 to 192.705. Oregon's public meetings laws require that all meetings of governing bodies be open to the public, properly noticed, and accessible.

## Section 2. Quorum

A quorum is a majority of the voting members (or designated alternates of the voting members) of the full Committee (10 of 22 members). A quorum is necessary for the conduct of business.

## Section 3. Frequency of Meetings

The Committee will meet no less than quarterly and more frequently as determined by the Committee Chair.

## Section 4. Special or Emergency Meetings

In the absence of a quorum at a regular monthly meeting or a special meeting, the chair may call a special or emergency meeting for deliberation and action on any matter requiring consideration before the next meeting. For any meeting called on less than 24 hours' notice, the minutes must describe the circumstances justifying the emergency.

## Section 5. Remote and Hybrid Participation

Committee meetings are intended to be held in person. The Committee may also conduct meetings in a hybrid format, allowing members to attend remotely via video or telephonic conferencing, provided that the remote connection allows real-time participation and does not impair public access or transparency.

## Section 6. Meeting Conduct and Expectations

- A. Unexcused absence from regularly scheduled meetings for three consecutive months requires the chair to notify the appointing governing body with a request for remedial action. In the case of the representative for the "cities" of Multnomah, Washington and Clackamas Counties, the chair will contact the largest city being represented to convene a forum of represented cities to take remedial action.
- B. Members should prioritize a regional perspective and alignment but also respect the need for local flexibility to meet local needs.
- C. The Committee will provide an opportunity for the public to provide comment on relevant issues, both agenda and non-agenda, at each of its regularly scheduled meetings.
- D. The Committee will establish and periodically review a community agreement, adopted by a majority vote of members. The community agreement must set forth shared expectations for respectful conduct, participation, and collaboration.
- E. All members are expected to uphold any adopted community agreement during Committee meetings and activities. The chair and any facilitator are authorized to reference community agreements in facilitating meetings and addressing conduct concerns.
- F. Failure to adhere to an adopted community agreement may be addressed through facilitative or restorative approaches, and, if unresolved, requires the chair to notify the appointing governing body with a request for remedial action.
- G. The Committee may establish other rules of procedure as deemed necessary for the conduct of business.
- H. Except as otherwise provided by these bylaws or other Committee adopted rules or agreements, all meetings will be conducted in accordance with Robert's Rules of Order, Newly Revised.

## Section 7. Subcommittees

As provided in Metro Code Section 2.19.050, the Committee operates as a committee of the whole and

may not appoint subcommittees or otherwise create any advisory bodies, except that the Committee may create subcommittees of limited duration as provided in Metro Code Section 2.19.070(d). Any subcommittee meetings must be conducted consistent with Oregon public meetings law.

## **ARTICLE VI VOTING AND DECISION-MAKING**

### Section 1. Voting Rights

Each voting member as stated in Article III Section 1, has one vote. In the absence of the members, the alternate is entitled to vote.

### Section 2. Voting Method

The Committee may act by voice vote, roll-call vote, show of hands, unanimous consent, or other method authorized by the chair and consistent with applicable law and Metro Code. Members may not vote by proxy, absentee, vote by mail, or secret ballot. All votes must be recorded in the minutes.

### Section 3. Required Vote

A majority vote of the voting members is required for Committee action (10 of 18 voting members).

### Section 4. Modified Consensus Voting

The proposed decision-making process is modified consensus. Each member may cast one “3-2-1” vote per decision:

- A “3” vote: “Yes. I support the decision and support moving forward with the proposed action.”
- A “2” vote: “Yes. I support the decision, but with hesitation or caution; I support moving forward with the proposed action.” The voter is given the opportunity for more discussion if needed.
- A “1” vote: “No. I oppose this decision and have significant concerns about moving forward with the proposed action.” The voters are given the opportunity to explain their concerns and propose an alternative solution.
- A “3” or “2” vote is considered a “yes” vote and the majority vote prevails.

## **ARTICLE VII MINUTES**

- A. As a public body, the Committee is required to keep a record of its meetings pursuant to Oregon’s Public Meetings Laws. The Committee may use written minutes, audio, or video recordings as minutes. Written minutes are preferred. Minutes of the Committee’s meetings must include the members present, all motions, resolutions, votes taken, and the substance of any discussion.
- B. Metro staff will attend the Committee meetings and take notes as appropriate. If written minutes are used, staff will create the meeting minutes from the notes. Staff will share draft minutes with the Committee at least one week before the next regularly scheduled Committee meeting.
- C. Committee members will review the minutes, request changes as needed and then approve the minutes at the next Committee meeting.

## **ARTICLE VIII COMPLIANCE WITH STATE LAW AND METRO CODE**

The Committee and its members must comply with all applicable provisions of state law and Metro Code. This includes, but is not limited to public meetings law, public records law, ethics laws, and conflict-of-

interest requirements. Nothing in these bylaws supersedes or replaces applicable law.

**ARTICLE IX**  
**STAFF SUPPORT AND RESOURCES**

Metro staff will provide the Committee with key policy and program information and context as needed. Metro will provide the facilities and support staff necessary to conduct the meetings and support Committee activities. Metro staff will provide Committee members with the meeting packet at least seven days before each meeting.

**ARTICLE X**  
**AMENDMENTS TO BYLAWS**

Section 1. Authority to Amend

Only the Metro Council has authority to amend these bylaws.

Section 2. Amendment Process

- A. Any Metro Council member may propose an amendment to these bylaws for consideration and adoption by the full Metro Council. In addition, any SHS RPOC member may propose a bylaw amendment to the full SHS RPOC for consideration by written notice delivered to all Committee members and alternates at least 30 days prior to any vote to recommend a bylaw amendment to the Metro Council.
- B. If a Committee member proposes an amendment, the full Committee may consider the amendment and recommend adoption of the amendment to the Metro Council. A vote for the recommended adoption of an amendment requires two-thirds of the Committee members who have voting rights.
- C. Any amendment that the Committee recommends for adoption must come before the Metro Council for adoption by the Council. The Council may approve, reject, or modify the amendment. The Metro Council will adopt amendments to these bylaws by resolution.

Section 3. Effective Date of Amendments

The effective date of any adopted bylaw amendments is the same as the effective date of the resolution that adopts them.

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# SHS Regional Policy & Oversight Committee

## Metro Advisory Committee Manual

*A Guide to Public Meetings, Conflicts of Interest, Ethics,  
Public Records, and Political Campaign Restrictions*

## Welcome to the SHS Regional Policy & Oversight Committee

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Thank you for your willingness to serve on the SHS Regional Policy and Oversight Committee (SHS RPOC). As a committee member, you play an important role in the public decision-making process. Whether this is your first appointment or you have served on public bodies before, this manual is designed to be a practical reference and something you can return to whenever a question comes up.

This manual covers the key laws and responsibilities that apply to all members of public bodies in Oregon. It is not a substitute for legal advice. When in doubt, ask staff or the Metro Attorney's Office.

**Remember:** *When in doubt, ask. It is always better to raise a question before acting than to discover a problem afterward.*

## Section 1: SHS Program & RPOC Committee Overview

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### The Supportive Housing Services (SHS) Program

The Supportive Housing Services (SHS) program was created by Metro voters in May 2020 through Measure 26-210, which declared regional homelessness services a matter of metropolitan concern and established a dedicated funding stream (a 1% marginal income tax on higher earners and a 1% business profits tax) to prevent and reduce homelessness across Washington, Clackamas, and Multnomah counties. The Measure also expressly established a community oversight committee to evaluate and approve local plans and monitor program outcomes.

The SHS Program operates through a regional structure in which each county receives an allocation of funds based on estimated revenue collected within its boundaries and implements services through local implementation plans. Clackamas, Multnomah, and Washington counties each serve as local implementation partners, responsible for delivering services and reporting on outcomes consistent with regional goals. Metro collects the tax revenue and administers the program at the regional level, including distributing funds to counties and providing oversight and accountability functions.

### Oversight of the SHS Program

The SHS Regional Policy and Oversight Committee (RPOC) is the primary regional oversight body for the SHS Program. Established by Metro Council in December 2025 by Ordinance No. 25-1539, the RPOC consolidates the functions previously held by two separate bodies (the SHS Oversight Committee and the Tri-County Planning Body) into a single 22-member committee.

The RPOC includes elected officials from Metro, each of the three counties, and representative cities serving alongside non-elected members with expertise in homelessness services and lived experience.

### SHS RPOC Responsibilities

The committee's core responsibilities include evaluating local implementation plans, monitoring program expenditures, establishing regional performance indicators and goals, providing guidance on regional investment strategies, and reporting annually to Metro Council and the county boards of commissioners on program performance, challenges, and outcomes.

## Section 2: You Are a Public Official

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As an SHS RPOC member, you are a “public official” for purposes of Oregon’s public meetings, ethics, and conflicts of interest laws. You are also governed by Metro’s conflicts of interest laws. Consequently, it is important for you to understand these laws and why they apply to you. You may not have realized that committees of a local government are considered “public bodies” just the same as is the Metro Council, County Boards of Commissioners, and City Councils. Further, the RPOC as a whole is a 'governing body' of the public body because at least two of its members have authority to make decisions for a public body (RPOC) or recommendations to a public body (Metro Council) on matters of policy or administration.

### What Is a Public Body?

In Oregon, a "public body" includes the state, any county, city, district, municipal or public corporation, and any board, department, commission, council, bureau, **committee**, **subcommittee**, advisory group, or other agency thereof. Because you have been appointed to serve on a Metro advisory committee, you are a member of a public body.

### What Is a Governing Body?

A "governing body" is the group of two or more members who have authority to make decisions for a public body, or to make recommendations to a public body on policy or administration. Most Metro advisory committees are governing bodies because they make recommendations, even if they do not have final decision-making authority.

### Why These Laws Matter

Oregon law requires that government operate in the open. The public has a right to observe deliberations, to access public records, and to trust that officials act in the public interest and not for personal gain. These are not just legal requirements; they are the foundation of public trust.

### Elected Official vs. Non-Elected Official SHS RPOC Members

Some of you already serve as elected officials for local government jurisdictions and you are likely familiar with these requirements. For elected officials, this manual provides a useful review. For those who are newly appointed and have not previously served in a public capacity, please read each section carefully. The same rules apply to both elected officials and appointed members who are not elected officials. Each of you is a “public official” as a member of the SHS RPOC.

## Section 3: Oregon Public Meetings Law

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Oregon's Public Meetings Law (ORS Chapter 192) requires that the meetings of governing bodies of public bodies be open to the public. This law reflects the fundamental principle that government decisions should be made in the open, not behind closed doors.

### What Is a Meeting?

A "meeting" is the convening of a governing body for which a quorum is required in order to decide something or to deliberate toward a decision on any matter.

"Convening" includes:

- Gathering in a physical location
- Using electronic, video, or phone technology to communicate simultaneously
- Using a series of successive or sequential electronic written communications (email, text), referred to as "serial" communications
- Using an intermediary to communicate among members

### What Is a Quorum?

A quorum is the minimum number of members required for the body to conduct business. Absent a specific rule, a quorum is typically a majority of the governing body's members. For the SHS RPOC **a quorum is 10 voting members**.

A gathering of fewer than a quorum is not a "meeting" under the law, unless serial electronic communications or an intermediary is used to effectively convene a quorum.

### Be Careful of Inadvertently Convening a "Meeting"

We generally tend to think of a "meeting" as something that occurs when committee members are together at their regularly scheduled gathering to discuss committee business. But Oregon Public Meetings Law defines a "meeting" more broadly, and committee members should be careful about inadvertently convening a "meeting." Below are some real-world examples of the potential to inadvertently convene a meeting:

- **Example 1 — Social gathering:** Committee members run into each other at a community event or social gathering and begin discussing a pending agenda item. If a quorum is present and deliberation occurs, it may be a public meeting even though it was unplanned.
- **Example 2 — "Reply All":** A staff member or committee member emails information about a pending decision or agenda item. A second committee member "replies all" to the first email. This constitutes a quorum discussing a pending decision or agenda item and a meeting has occurred.
- **Example 3 — Social media posting:** A staff member or committee member posts something on social media involving a pending SHS RPOC decision or agenda item. At least 10 other committee members post a responsive comment. This could constitute a quorum discussing a pending decision or agenda item, and a meeting may have occurred.

## Safe Practices

- Never “reply all” to an email, text, or other written communication that discusses a pending decision or agenda item.
- At social events, avoid substantive discussion of committee business if a quorum could be present.
- When in doubt, save the discussion for a regularly scheduled meeting.

## Core Requirements of Public Meetings

### Open to the Public

All SHS RPOC meetings must be open to the public unless an executive session is authorized by statute. The public must be permitted to attend and observe.

### Notice

The public must receive adequate notice of all meetings. Notice must include the time, date, location, and a general description of the agenda. For emergency meetings, notice requirements are relaxed but the emergency must be a genuine one. It is unlikely that the SHS RPOC would need to call an emergency meeting.

### Minutes

Minutes must be kept of all SHS RPOC meetings. Minutes must include, at a minimum, all motions made, all votes taken (including how each member voted), and any other official action. Metro staff will ensure that appropriate minutes are taken.

## What Is NOT a Meeting?

The Public Meetings Law does not apply to:

- On-site inspections of projects or programs (but deliberations must not occur during an inspection)
- Attendance at a national, regional, or state association meeting to which the members belong
- Communications among members that are purely factual or educational in nature and convey no deliberation
- Communications not related to any matter that could reasonably come before the body
- Nonsubstantive communications such as scheduling
- Purely social gatherings where no official business is discussed

## Executive Sessions

An executive session is a portion of a meeting that is closed to the general public. Executive sessions are only permitted for specific statutory reasons. They are unlikely to occur at an SHS RPOC meeting.

## Section 4: Serial Meetings — A Special Caution

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One of the most common unintentional violations of Oregon’s Public Meetings Law involves serial communications. This is a situation in which a quorum of the governing body deliberates or reaches decisions through a series of private communications rather than in a public meeting.

### What Is a Serial Meeting?

A serial meeting occurs when members individually pass along information or opinions about committee business in a sequence. Simply put, this involves a “series” of communications—whether written or verbal—between enough individuals that cumulatively adds up to a quorum of committee members. If enough members participate in this chain (or “series”) to reach a quorum, then a “meeting” has occurred even though the individuals themselves never met together.

In 2023, the Oregon Legislature updated the definition of “convening” to expressly include serial electronic written communications (such as email and text messaging) and communications through an intermediary. This also includes verbal communications. This means that a chain of emails or texts among members can constitute a meeting, *even if no individual email or text involves more than one other member.*

### Real-World Examples

- **Example 1 — Phone calls or text messages:** Member A calls or texts Member B to discuss a matter. Then Member B calls or texts Member C with the same discussion. This continues among various members, individually, until 10 voting members have been contacted. A quorum has effectively communicated, and this may violate the law.
- **Example 2 — Verbal discussions and Text/Talk Combos.** Similar to multiple text messages among various members, verbal discussions and a text/talk combination with enough members can also create a meeting if a quorum is reached among the individual members.

This can happen when various members discuss a particular committee business topic verbally, by text, or a combination that casually happens over time and ultimately involves a quorum of committee members. This is true even if the committee members are unaware at the beginning that a quorum will eventually be reached. This is admittedly a tricky situation for a committee like RPOC that has several elected officials and individuals working and lobbying on housing issues outside the committee.

### Safe Practices

To avoid unintentional violations:

- Do not discuss committee business with other members outside of properly noticed public meetings.
- Avoid group email or text threads about pending business.
- If staff sends you information about a pending matter, do not respond or share your views with anyone other than staff.
- When in doubt, save the discussion for the meeting.

**The Attorney General’s guidance:** *The determinative factors for whether a public meeting has been convened are whether a sufficient number of officials are involved, what they*

*discuss, and the purpose for which they discuss it, and not the time, place, or manner of their communications*

*[Note, however, that while the Oregon Attorney General’s Public Meetings and Records Manual (2024) is instructive and likely to be persuasive to a final decisionmaker, the Attorney General is not the final decision-making authority on alleged violations. The ultimate decisionmakers are the Oregon Government Ethics Commission and Oregon courts.]*

## Section 5: Oregon Public Records Law

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Oregon's Public Records Law (ORS Chapter 192) gives every person the right to inspect and copy public records, subject to specific exemptions. As a committee member, you should be aware of the records the SHS RPOC creates.

### What Is a Public Record?

A public record is any writing that contains information relating to the conduct of the public's business and is prepared, owned, used, or retained by a public body. This is true regardless of the physical form of the record. Public records include emails, text messages, chats, instant messages, handwritten notes, photographs, video recordings, maps, and computer files, among others.

If a record relates to the business of your committee and you created or received it in your capacity as a committee member, it is likely a public record, **even if it is stored on your personal device.**

### How to Respond to a Public Records Request

It is unlikely that you will ever receive a public records request directed to you personally. However, if you do receive a request:

- Forward it to staff immediately. Do not attempt to respond on your own.
- Do not delete or destroy any records that may be relevant.

### Your Personal Email, Texts, and Devices

This is an area of increasing importance. If you conduct committee business using your personal email, phone, or other device, those communications may still be public records. Oregon courts have held that records relating to public business do not become private simply because they are stored on personal devices.

**Email.** For this reason, all email related to the committee's work should be copied to Metro staff. Staff will maintain copies of all communications and documents between Metro and the committee and respond in the event of a public records request.

Note that if any committee member uses personal email for committee business that is not copied to staff, it could be subject to a public records request. If a public records request occurs, the committee member would be responsible for searching their email and providing those emails to Metro. Consequently, **Metro strongly discourages personal email exchanges** between committee members regarding committee business.

**Texts.** Committee member texts to other committee members regarding committee business are also public records. As with emails, if a public records request occurs, the committee member would be responsible for searching their texts and providing applicable texts to Metro. Consequently, **Metro strongly discourages text exchanges** between committee members regarding committee business.

### Record Retention

Public records must be retained for minimum periods set by the Oregon State Archives. Different types of records have different retention schedules. Metro has a designated records officer responsible for

compliance. As above, committee members should provide all their public records to Metro staff, who will manage retention.

### **Additional Resources**

Oregon Attorney General's *Public Meetings and Records Manual (2024)*

<https://www.doj.state.or.us/oregon-department-of-justice/public-records/attorney-generals-public-records-and-meetings-manual/>

## Section 6: Conflicts of Interest

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Conflicts of interest are one of the most common ethics issues committee members encounter. In addition to state law, Metro has also adopted its own Code of Ethics that applies to all Metro public officials (see Metro Code Chapter 2.17).

Oregon law distinguishes between two types of conflicts of interest. The main distinction is whether the action “will” result in a private financial benefit versus whether it “could” result in a private financial benefit.

### Actual Conflict of Interest

An **actual** conflict of interest exists when your action, decision, or recommendation as a public official **would** result in a private financial benefit or detriment to you, your relative, or a business with which you or your relative is associated.

### Potential Conflict of Interest

A **potential** conflict of interest exists when your action **could** result in a financial benefit or detriment to you, your relative, or an associated business, even if it is not certain.

### Who Are Your Relatives?

Conflicts of interest apply not only to the public official themselves (the RPOC member), but also to that official’s “relatives.” The term “relative” is fairly broad under Oregon’s conflict of interest laws but does not include some individuals that you might expect (like an aunt or uncle). Essentially, it applies to the official’s parents, children, siblings, spouse, the spouse’s relatives, and close step relatives. Here is the full list:

**Relatives.** *Under Oregon ethics law (ORS 244.020), the conflict of interest analysis applies to the public official themselves, their spouse, their parents and stepparents, their children, their siblings and stepsiblings, their sons-in-law and daughters-in-law, the parents and stepparents of their spouse, the children of their spouse, the siblings and stepsiblings of their spouse, the sons-in-law and daughters-in-law of their spouse, and any individual for whom the public official has a legal support obligation.*

Note that the analysis also applies to any person residing in the **same household** as the public official regardless of whether they are a relative.

### Exceptions — When There Is No Conflict

No conflict of interest exists in the following situations:

- The action would affect you in the same way it affects an entire industry, occupation, or group of which you are a member. In other words, the impact is not unique to you personally.
- Your connection is only as a member or non-compensated board member of a nonprofit tax-exempt corporation.

### What to Do When You Have a Conflict

When you identify an actual or potential conflict of interest, you must:

- Announce publicly the nature of the conflict before taking any action on the matter.

- If the conflict is **actual**: refrain from participating in discussion, debate, or voting on that matter. This means that you should leave the table during any presentation or discussion, deliberation, and vote on the matter.
- If the conflict is **potential**: after announcing the potential conflict, you can still participate in discussion, debate, and voting on that matter.

You are only required to announce the conflict once per meeting, even if the matter comes up multiple times at that meeting. However, you must also announce the conflict at each new meeting in which the topic arises, even if you have already announced it at a prior meeting.

**Key rule:** *When in doubt, disclose. Announcing a conflict — even a potential one — is almost always the right call. Silence is not protection and in many cases the appearance of a conflict undermines the public’s trust.*

### Additional Resources

Oregon Government Ethics Commission’s *Guide for Public Officials*

<https://www.oregon.gov/ogec/pages/guide-for-public-officials.aspx>

## Section 7: Ethics

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Oregon's ethics laws are found primarily in ORS Chapter 244 (Government Ethics) and are administered by the Oregon Government Ethics Commission (OGEC). As noted above, Metro has also adopted its own Code of Ethics that applies to all Metro public officials (see Metro Code Chapter 2.17). All SHS RPOC members are "public officials" under ethics law and must comply with it.

### The Basic Standard

As a public official, you must treat your position as one of public trust. You may not use your official position to obtain personal financial benefit that would not otherwise be available to you because of your position. This applies to you, your relatives, and any business with which you or your relatives are associated.

### Gifts

#### The \$50 Annual Limit

You may not solicit or receive gifts with an aggregate value exceeding \$50 per calendar year from any single source that has, or could reasonably be known to have, a "legislative or administrative interest" before the committee. This means an economic interest in matters that could come before the SHS RPOC.

This limit applies to you, your relatives, and members of your household.

#### What Is NOT a Gift?

The law excludes certain items from the definition of "gift." Some common exclusions include:

- Informational materials provided for your use as a public official
- Food and beverage consumed at a reception, meal, or meeting attended in an official capacity. This exception does not apply to private meals
- Items available to the general public on the same terms
- Anything from a source that could not reasonably be known to have a legislative or administrative interest in your committee

**Practical tip:** *If you are unsure whether something counts as a gift or whether a source has an interest before your committee, decline it or check with staff or the Metro Attorney before accepting.*

### Prohibited Use of Official Position

You may not use or attempt to use your official position or office to obtain financial gain or avoid financial loss for yourself, your relatives, or any associated business, if that gain or avoidance would not otherwise be available but for your position.

Additional prohibitions include:

- You may not solicit or accept any pledge or promise of future employment if the understanding is that it would influence your vote or official action.
- You may not use confidential information gained through your position for personal financial gain.

## Section 8: Restrictions on Political Campaigning

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Oregon law places restrictions on when and how public officials may engage in political activity. The primary statute is ORS 260.432, which prohibits public employees from engaging in certain political advocacy while on the job during working hours or when acting in their official capacity.

Although you are not a public employee, the Secretary of State's manual considers appointed board, commission, and committee members to be "employees" for purposes of the prohibitions on political campaigning.

This section summarizes those rules as they apply to SHS RPOC members.

### Does ORS 260.432 Apply to Committee Members?

Yes. Appointed board and commission members are considered public employees under ORS 260.432 when they are acting in their official capacity. This includes attending a committee meeting, working on a duty assigned by the committee, contributing to official publications or website materials, or appearing at an event as a committee representative.

**Key rule:** *If you are serving in an official capacity, the restrictions of ORS 260.432 apply to you. This includes attending a meeting, working on committee business, or appearing as a committee representative.*

### What Does ORS 260.432 Prohibit?

While acting in an official capacity as a committee member, you may not solicit money, influence, service, or other things of value, or otherwise promote or oppose any of the following:

- Any political committee
- The nomination or election of any candidate for public office
- The gathering of signatures on an initiative, referendum, or recall petition
- The adoption or rejection of any ballot measure
- The recall of any public office holder

No public official may use public funds or public resources to promote or oppose any of the activities listed above.

### When Are You Acting in an Official Capacity?

It is not always easy to know when you are acting in an official capacity. The following activities are always considered official, regardless of time of day or location:

- Attending any meeting of the committee
- Working on a duty assigned by the committee
- Appearing at an event as a representative of the committee

If you apply for expense reimbursement for attending a function, that function is considered part of your official capacity. The test is whether you are performing a committee duty or appearing as a committee representative.

**Practical tip:** *If there is any potential for confusion about whether you are acting in a personal or official capacity, announce clearly to the audience that you are not representing the committee and are speaking solely as a private citizen.*

## What Is Still Permitted?

ORS 260.432 does not prohibit political activity entirely. Committee members retain the right to engage in political activity on their own personal time, acting in a private capacity. Specifically, you may:

- Display political stickers on your personal vehicle or post political signs in your personal workspace, subject to employer policies
- Verbally express political views during your personal time
- Endorse candidates or measures using your official title, as long as you are acting on your own personal time and not in an official capacity when you authorize the use of your title

The critical distinction is always between personal time and official capacity. A committee member who attends a political event on their own time, as a private citizen or in their elected office capacity, is generally free to participate. A committee member who attends a public event in their role as a committee member may not.

## Use of Public Resources

No committee member or public official may use public funds or public resources to promote or oppose any candidate, measure, recall, petition, or political committee. This includes using official letterhead, websites, email lists, or Metro staff time for political advocacy.

**Key rule:** *Using public resources for political advocacy is prohibited regardless of whether you are “on the job” as an RPOC member or acting in a personal capacity at the time. This includes using the committee’s website or staff time.*

## Practical Scenarios

- **You attend a committee meeting and a candidate asks for your endorsement:** You may not endorse them at the meeting. You are acting in an official capacity. You may follow up in your personal capacity at a later time outside of your committee role.
- **You want to wear a political button to a committee meeting:** This is likely prohibited. You are acting in your official capacity at a committee meeting, and wearing political insignia in that context may constitute advocacy under ORS 260.432.
- **A ballot measure affecting your committee’s subject matter is on the ballot:** You may not use committee meetings, official publications, or any public resources to promote or oppose the measure. While you may discuss its potential effects impartially when asked in your official capacity, members should exercise caution when doing so. Applicable guidance from the Oregon Secretary of State requires that those discussions be impartial and balanced, such as describing both what will happen if a measure passes **and** what will happen if a measure fails.
- **You want to sign a letter of support for a candidate using your committee title:** You may use your title if you are acting on your personal time and it is clear you are not representing the committee. You should include a disclaimer stating that the endorsement is made in a personal capacity.

## Complaints and Penalties

Any Oregon elector may file a complaint with the Oregon Secretary of State Elections Division alleging that a public employee violated ORS 260.432. The Elections Division may also initiate its own investigation. If a violation is found, the Elections Division has authority to issue civil penalties. Alleged violators may contest those penalties through an administrative hearing process.

**Remember:** *When in doubt about whether a planned activity crosses the line, err on the side of caution or consult with staff or the Metro Attorney's Office before acting.*

## Additional Resources

Oregon Secretary of State — Restrictions on Political Advocacy by Public Employees (2024):  
<https://sos.oregon.gov/elections/documents/restrictions.pdf>

Oregon Secretary of State Elections Division: 503-986-1518 | [elections.sos@sos.oregon.gov](mailto:elections.sos@sos.oregon.gov) |  
[www.oregonvotes.gov](http://www.oregonvotes.gov)

## Section 9: Other Applicable Metro Policies

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In addition to complying with state and Metro laws on ethics, public records, public meetings, and political campaigning, committee members are expected to comply with the following applicable Metro policies:

- Anti-Bullying Policy
- Discrimination & Harassment-Free Workplace Policy
- Gender Inclusion Policy
- Non-Retaliation Policy
- Violence-Free Workplace & Restriction of Weapons Policy
- Whistleblower Policy
- Ethics Policy
- Records & Information Management Policy
- Public Records Request Policy & Procedures

## Section 10: Quick Reference — Do's and Don'ts

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### Public Meetings

- **DO:** attend all publicly noticed meetings.
- **DO:** ensure that any decisions are made in open, properly noticed public meetings.
- **DO:** keep executive session discussions confidential.
- **DO NOT:** deliberate toward decisions in private, whether in person, by phone, text, or by email.
- **DO NOT:** discuss committee business with other members outside of a properly noticed meeting if a quorum could be involved.

### Public Records

- **DO:** forward any public records requests to staff immediately.
- **DO:** use official communication channels for committee business.
- **DO:** forward or copy the designated Metro staff person on any email or other correspondence that relates to Metro oversight committee business to ensure that Metro retains the public record appropriately and can make such record available upon request.
- **DO NOT:** delete or destroy records that may be subject to a pending or anticipated records request.
- **DO NOT:** respond to a records request on your own without involving staff and legal counsel.
- **DO NOT:** assume that records on your personal device are private if they relate to committee business.

### Ethics

- **DO:** treat your position as a public trust.
- **DO:** disclose actual or potential conflicts of interest at the start of any discussion of the relevant matter.
- **DO:** recuse yourself from discussion and voting when you have an actual conflict of interest.
- **DO:** track gifts from sources with an interest before your committee and stay under \$50 per year per source.
- **DO NOT:** use your position for personal financial gain.
- **DO NOT:** accept gifts above the \$50 annual limit from interested parties.
- **DO NOT:** use confidential information gained through your role for personal benefit.

### Political Campaigning

- **DO:** engage in political activity on your personal time, in your personal capacity.
- **DO:** make clear when you are acting in your personal capacity, not as a committee member, especially if using your title.
- **DO NOT:** engage in political campaigning while acting in your official capacity as a committee member.
- **DO NOT:** support or oppose a candidate, measure, recall, or petition while attending a committee meeting or performing committee duties.

- **DO NOT:** use committee resources, email lists, staff time, or official publications to promote or oppose any political campaign or measure.
- **DO NOT:** allow a candidate or political group to use your title in campaign materials without first confirming you are acting in a personal capacity.

## Section 11: Resources and Contacts

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### Oregon Government Ethics Commission (OGEC)

The OGEC administers ORS Chapter 244, issues advisory opinions, and investigates complaints. Members may request written advice from the Commission about ethics questions.

Website: [www.oregon.gov/ethics](http://www.oregon.gov/ethics)

Phone: (503) 378-5105

### Oregon Attorney General — Public Records and Public Meetings

The Attorney General's office publishes the Public Meetings and Public Records Manual referenced throughout this guide.

Website: [www.doj.state.or.us](http://www.doj.state.or.us)

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*This manual is a general educational guide for committee members. It is not legal advice.  
Please consult an attorney if you have specific questions.*

Sources: ORS Chapter 244 (Government Ethics) | ORS Chapter 192 (Public Meetings and Records) | Oregon AG Public Meetings and Records Manual (2024) | Oregon Ethics Commission Guide for Public Officials (2021) | League of Oregon Cities Municipal Handbook Ch. 8 (2025) | Metro Code Chapter 2.17 (Ethics)



# Metrolink

Regional Oversight and Policy Committee

# What would you envision as success for this committee in 6 months?

Reach alignment on a vision for success for the SHS system and the future of the program.

A clear and unified direction.

Progress and decisions made according to the work plan. Don't want to be stuck in process.

We would have settled on our main responsibilities and begin to identify our key areas for deliberation and change to the system based on the current needs of our region

Defined specific goals and metrics that work to demonstrate the efficacy of the program to taxpayers

Perspective understood and respected

Clear performance metrics and working towards data driven policies.

Working well as a team. Shared ideas. Development of next steps.

# What would you envision as success for this committee in 6 months?

Increased trust enabling us to work together towards a shared goal

Plan for how the RIF will serve the region as a whole. Being able to view the system holistically that is a sum greater than its parts.

Shared regional goals and an exhibited collective commitment to the whole being greater than the sum of the parts.

Having the counties begin to craft a county specific comprehensive plan to end homelessness

Collaboration, oversight, defined clear goals to advance housing for community, improved equity at all entrance points and locations regardless of county or city.

That we, as regional representatives, develop a deployment strategy for SHS funds that truly tackles the region wide issues facing our communities.

We see ourselves as a regional system and can communicate to the voters as a regional system.

Establishing the roadmap for consistent regional policy and process for our homeless community

# What would you envision as success for this committee in 6 months?

Better understanding of expected outcomes.

For this group to establish shared goals and a coherent vision for how it will shape the future programs and services funded by the Supportive Housing Services Measure.

Clear understanding of where funding should flow.

Replication of systems that work and get people the support and care they need. Cutting systems or organizations that are ineffective and waste taxpayer money. Rebuild public trust.

Set KPIs to measure programs across the region, an agreement that we want to fund what works, regional programs contracted for regionally out of the regional investment fund

Establishing a consistent roadmap for regional implementation of homeless policies

Revamped SHS

Eliminate all street camping in downtown Portland.

# What would you envision as success for this committee in 12 months?

We have insights on how the system is taking shape with a new theory of change in place, and data to understand what's working and what's not.

We would have completed likely the top two major issues we settle on as a committee - implementation of those policy changes would be underway - we would learn how to disagree well.

Increased public trust in SHS as demonstrated through public polling

We have developed key measurements and are demonstrating progress, rebuilding trust with the community.

Having the comprehensive plans to end homelessness from each county

KPIs are established and being reported on; progress on regional HMIS, shared definitions, and aligned contracting

Solid goals. People are well informed. Shared vision.

Our work is starting to translate into better outcomes for people experiencing or at risk of homelessness.

# What would you envision as success for this committee in 12 months?

Alignment on goals, progress

Beginning to shift public perception about oversight

Public trust and support for SHS grows

Our region starts to see measurable indicators of a more focused deployment strategy, to include a region wide reduction in the amount of our fellow community members struggling with houselessness.

Begin to restore public confidence in local governments' ability to work together and coordinate across jurisdictions.

Rebuilding public trust, which has been severely eroded.

Having a shared understanding of what a new funding framework that considers effectiveness, innovation, and need. Being able to work through differences.

Examples of the ability to move conversation to measurable action. Proof of concept that this committee will work together to lead and be an example of collaborative partnership

# What would you envision as success for this committee in 12 months?

Real systems in place that work for people who are also involved with other systems, who face challenges beyond lack of income

Working together as a region to implement the policies and procedures agreed in the RPOC committee

Have a 5 year plan to sunset the SHS tax.

# How do you define regionalism?

person moves easily  
shared responsibility coordinated and alignment  
unification consistency alignment unified  
interdependent accessibility no wrong door  
shared opportunity accountable geographic shared perspective  
shared vision compassionate shared risk  
wholistic one region one system  
unsure



# Metro

600 NE Grand Ave.  
Portland, OR 97232-2736  
oregonmetro.gov

## Agenda #: 3.1

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**File #:** COM 26-1095

**Agenda Date:** 5/13/2026

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### **RPOC 7-month agenda overview**

Chair Juan Carlos Gonzalez (He/Him), Metro  
Yesenia Delgado (She/Her), Metro  
Raahi Reddy (She/Her), Estolano Advisors)



# SHS Regional Policy and Oversight Committee

## Agenda overview: May-Dec. 2026

This document outlines potential agenda items for the SHS Regional Policy and Oversight Committee (SHS RPOC). Each meeting includes approximately three hours of content.

Priority agenda items, as defined by Metro Council, are identified with an asterisk (\*).

### May 13, 2026

Draft agenda items include 7-month agenda overview, group agreements and decision-making, KEIs, KPIs and goals and FY26-27 county draft annual work plans.

Agenda time	Agenda items	Lead / presenter(s)	RPOC role / responsibility	Vote
3:00 – 3:20pm	Welcome and roll call (20 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	✓
3:20 – 3:30pm	SHS RPOC 7-month agenda overview (10 minutes)	Yesenia; Liam	<i>Administrative function</i>	
3:30 – 4:10pm	Group agreements and decision-making (40 minutes)	Raahi	<i>Administrative function</i>	
4:10 – 5:00pm	SHS reforms: KEIs, KPIs and goals* (50 minutes)	Yesenia; Liam	Establish and submit [...] regional key performance indicators, key environmental indicators, and SHS Program goals	
<b>5:00 – 5:10 p.m.</b>		<b>Break</b>		
5:10 – 5:45pm	FY26-27 county draft annual work plans (35 minutes)	Lizzie; county staff	Evaluate local implementation plans  Accept and review annual reports	
5:45 – 5:55 p.m.	Public comment (10 minutes)	Raahi	<i>Administrative function</i>	
5:55 – 6:00 p.m.	Closing and next steps (5 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	



## SHS Regional Policy and Oversight Committee

# Agenda overview: May-Dec. 2026

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### June 10, 2026

Draft agenda items include Regional Investment Fund (RIF) and KEIs, KPIs and goals.

Agenda time	Agenda items	Lead / presenter(s)	RPOC role / responsibility	Vote
3:00 – 3:20pm	Welcome and roll call (20 minutes)	Raahi; Councilor Gonzalez	<i>Administrative function</i>	✓
3:20 – 4:20pm	Regional Investment Fund (RIF) update* (60 minutes)	Nui; Punneh	Monitor the implementation of the regional coordination plan	
<b>4:20 – 4:30 p.m.</b>		<b>Break</b>		
4:30 – 5:45 p.m.	SHS reforms: KEIs, KPIs and goals* (75 minutes)	Lizzie; Liam	Establish and submit [...] regional key performance indicators, key environmental indicators, and SHS Program goals	
5:45 – 5:55 p.m.	Public comment (10 minutes)	Raahi	<i>Administrative function</i>	
5:55 – 6:00 p.m.	Closing and next steps (5 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	



## SHS Regional Policy and Oversight Committee

# Agenda overview: May-Dec. 2026

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### July 8, 2026

Draft agenda items include SHS 5-year goals, regional performance metrics and dashboard update, SHS system analysis and Regional Investment Fund (RIF).

Agenda time	Agenda items	Lead / presenter(s)	RPOC role / responsibility	Vote
3:00 – 3:20pm	Welcome and roll call (20 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	✓
3:20 – 4:05pm	SHS 5-year goals and Regional Performance Metrics and Dashboard update* (45 minutes)	Yesenia; Lizzie	Establish and submit [...] regional key performance indicators, key environmental indicators, and SHS Program goals	
4:05 – 4:50pm	Continuous quality improvement: Update and engagement* (45 minutes)	Cole	Perform other duties and functions that Metro Council may prescribe March Reforms resolution	
<b>4:50 – 6:00pm</b>	<b>Break</b>			
5:00 – 5:45pm	RIF update (45 minutes)	Nui; Punneh	Review and recommend [...] proposals from Local Implementation Partners to make investments in the Regional Investment Fund (RIF)	
5:45 – 5:55pm	Public comment (10 minutes)	Raahi	<i>Administrative function</i>	
5:55 – 6:00pm	Closing and next steps (5 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	



## SHS Regional Policy and Oversight Committee

# Agenda overview: May-Dec. 2026

This document outlines potential agenda items for the SHS Regional Policy and Oversight Committee (SHS RPOC). Each meeting includes approximately three hours of content.

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### August 12, 2026

Draft agenda items include SHS tax collection report, Corrective Action Plan (CAP) and accountability framework, and KEIs, KPIs and goals.

Agenda time	Agenda items	Lead / presenter(s)	RPOC role / responsibility	Vote
3:00 – 3:20pm	Welcome and roll call (20 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	✓
3:20 – 3:40pm	SHS tax collection report - End of tax cycle (Aug – July) (20 minutes)	RAD team	Monitor financial aspects of program administration	
3:40 – 4:15pm	RIF update* (35 minutes)	Nui	Review and recommend [...] proposals from Local Implementation Partners to make investments in the Regional Investment Fund (RIF)	
4:15 – 4:55pm	SHS systems analysis: Evaluation and findings* (40 minutes)	Technical Assistance Collaborative (TAC); Punneh (support)	Perform other duties and functions that Metro Council may prescribe	
<b>4:55 – 5:05pm</b>		<b>Break</b>		
5:05 – 5:45pm	SHS reforms: Finalize KEIs, KPIs and goals* (40 minutes)	Yesenia	Establish and submit [...] regional key performance indicators, key environmental indicators, and SHS Program goals	✓
5:45 – 5:55pm	Public comment (10 minutes)	Raahi	<i>Administrative function</i>	
5:55 – 6:00pm	Closing and next steps (5 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	



# SHS Regional Policy and Oversight Committee

## Agenda overview: May-Dec. 2026

This document outlines potential agenda items for the SHS Regional Policy and Oversight Committee (SHS RPOC). Each meeting includes approximately three hours of content.

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### September 9, 2026

Draft agenda items include FY27 county and Metro budgets and final county work plans, Regional Investment Fund (RIF) and regional homeless services legislative agenda.

Agenda time	Agenda items	Lead / presenter(s)	RPOC role / responsibility	Vote
3:00 – 3:20pm	Welcome and roll call (20 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	✓
3:20 – 4:20pm	FY27 county and Metro budgets and final county work plans (60 minutes)	Lizzie; RJ; county partners	Evaluate local implementation plans  Accept and review annual reports  Monitor financial aspects of program administration, including program expenditures	
4:20 – 4:55pm	RIF update* (35 minutes)	Nui; Punneh	Review and recommend [...] proposals from Local Implementation Partners to make investments in the Regional Investment Fund (RIF)	
<b>4:55 – 5:05pm</b>	<b>Break</b>			
5:05 – 5:45pm	Develop regional homeless services legislative agenda* (40 minutes)	Councilor Gonzalez	Perform other duties and functions that Metro Council may prescribe	
5:45 – 5:55pm	Public comment (10 minutes)	Raahi	<i>Administrative function</i>	
5:55 – 6:00pm	Closing and next steps (5 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	



# SHS Regional Policy and Oversight Committee

## Agenda overview: May-Dec. 2026

This document outlines potential agenda items for the SHS Regional Policy and Oversight Committee (SHS RPOC). Each meeting includes approximately three hours of content.

Priority agenda items, as defined by Metro Council, are identified with an asterisk (\*).

### October 14, 2026

Draft agenda items include annual report preparation, Regional Investment Fund (RIF) and continuous quality improvement framework.

Agenda time	Agenda items	Lead / presenter(s)	RPOC role / responsibility	Vote
3:00 – 3:20pm	Welcome & roll call (20 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	✓
3:20 – 4:05pm	Annual report preparation (45 minutes)	Lizzie	Accept and review annual reports  Monitor financial aspects of program administration  Provide an annual report and presentation to Metro Council and Clackamas, Multnomah and Washington County Board of Commissioners	
4:05 – 4:50pm	RIF update* (45 minutes)	Punneh	Develop and recommend [...] guidance to local implementation partners on the implementation of strategies to achieve regional goals and outcomes	
<b>4:50 – 5:00pm</b>	<b>Break</b>			
5:00 – 5:45pm	Corrective Action Plan (CAP) and accountability framework* (45 minutes)	Lizzie	Perform other duties and functions that Metro Council may prescribe	
5:45 – 5:55pm	Public comment (10 minutes)	Raahi	<i>Administrative function</i>	
5:55 – 6:00pm	Closing and next steps (5 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	

# SHS Regional Policy and Oversight Committee

## Agenda overview: May-Dec. 2026

This document outlines potential agenda items for the SHS Regional Policy & Oversight Committee (RPOC). Each meeting will contain approximately 3 hours of content.

Priority agenda items, as defined by Metro Council, are identified with an asterisk (\*).

### November 2026

Draft agenda items include Regional Investment Fund (RIF) and FY26 county annual reports.

Agenda time	Agenda items	Lead / presenter(s)	RPOC role / responsibility	Vote
3:00 – 3:20pm	Welcome & roll call (20 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	✓
3:20 – 3:50pm	RIF update*	Punneh	Develop and recommend [...] guidance to local implementation partners on the implementation of strategies to achieve regional goals and outcomes	
3:50 – 4:50pm	FY26 annual reports* (60 minutes)	County partners	Accept and review annual reports  Monitor financial aspects of program administration	
<b>4:50 – 5:00pm</b>	<b>Break</b>			
5:00 – 5:45pm	Continued: FY26 annual reports* (45 minutes)	County partners	Accept and review annual reports  Monitor financial aspects of program administration	
5:45 – 5:55pm	Public comment (10 minutes)	Raahi	<i>Administrative function</i>	
5:55 – 6:00pm	Closing and next steps (5 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	



# SHS Regional Policy and Oversight Committee

## Agenda overview: May-Dec. 2026

This document outlines potential agenda items for the SHS Regional Policy & Oversight Committee (RPOC). Each meeting will contain approximately 3 hours of content.

Priority agenda items, as defined by Metro Council, are identified with an asterisk (\*).

### December 9, 2026

Draft agenda items include annual regional report development, five-year forecast, and Regional Investment Fund (RIF).

Agenda time	Agenda items	Lead / presenter(s)	RPOC role / responsibility	Vote
3:00 – 3:20pm	Welcome & roll call (20 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	✓
3:20 – 4:40pm	Annual regional report development* (80 minutes)	Lizzie	Provide an annual report and presentation to Metro Council and Clackamas, Multnomah and Washington County Board of Commissioners  Perform other duties and functions that Metro Council may prescribe	
<b>4:40 – 4:50pm</b>	<b>Break</b>			
4:50 – 5:20pm	Five-year forecast (30 minutes)	RAD team	Monitor financial aspects of program administration, including review of program expenditures	
5:20 – 5:45pm	RIF update* (25 minutes)	Punneh	Review and [...] proposals from Local Implementation Partners to make investments in the Regional Investment Fund (RIF)	
5:45 – 5:55pm	Public comment (10 minutes)	Raahi	<i>Administrative function</i>	
5:55 – 6:00pm	Closing and next steps (5 minutes)	Councilor Gonzalez; Raahi	<i>Administrative function</i>	

# SHS Regional Policy and Oversight Committee

## Draft 7-month agenda overview



Core duties	May	June	July	Aug	Sept	Oct	Nov	Dec
Evaluate local implementation plans & accept and review County annual reports	Draft County work plans				Final County work plans	Annual report prep	County annual reports presentations	
Monitor financial aspects of program administration				Tax collection update	FY27 budget review	Annual report prep	County annual reports presentations	Five-year forecast
Provide an annual report and presentation						Prepare for annual report		Develop Annual report
Establish and submit KPIs, KEIs and Goals for Council consideration	KPIs, KEIs and goals	KPIs, KEIs and goals	KPIs, KEIs and goals	Vote to recommend to Metro Council ✓				
Monitor the implementation of the regional coordination plan		Regional investment fund	Regional investment fund	Regional investment fund	Regional investment fund	Regional investment fund	Regional investment fund	
Develop and recommend guidance on the implementation of strategies to achieve regional goals and outcomes								Develop Annual report

# SHS Regional Policy and Oversight Committee

## Draft 7-month agenda overview



Council-adopted priorities	May	June	July	Aug	Sept	Oct	Nov	Dec
<b>Develop governance models for RIF</b> <i>(due to Metro Council by Sept 30, 2026)</i>		Regional investment fund update	Regional investment fund update	Regional investment fund update	Recommend to Metro Council ✓			
<b>Develop a regional continuous improvement framework</b>			Continuous quality improvement					
<b>Develop a clear accountability framework</b> <i>(due to Metro Council by Dec 31, 2026)</i>						Corrective Action Plan (CAP) framework		Recommend to Metro Council ✓

*DRAFT – subject to change at Metro Council’s purview and staff recommendations*

# SHS Regional Policy and Oversight Committee

## Draft 7-month agenda overview



Council-adopted priorities (cont.)	May	June	July	Aug	Sept	Oct	Nov	Dec
Consider SHS Oversight Committee recommendations								Develop annual report (includes recommendations)
Review Tri-County Planning Body regional plan		Regional investment fund update						
Review spending for Populations A and B							County annual report presentations	Develop annual report

*DRAFT – subject to change at Metro Council’s purview and staff recommendations*

# SHS Regional Policy and Oversight Committee

## Draft 7-month agenda overview



Council-adopted priorities <i>(cont.)</i>	May	June	July	Aug	Sept	Oct	Nov	Dec
Initiate provider contract improvements			Regional investment fund update (ERR)					
Consider annual independent audit				SHS systems analysis: Evaluation and findings			County annual report presentations	Develop annual report
Develop Regional homeless services legislative agenda					Develop agenda			

*DRAFT – subject to change at Metro Council’s purview and staff recommendations*



Metro

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Agenda #: 3.2

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**File #:** COM 26-1096

**Agenda Date:** 5/13/2026

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**Group Agreements and Decision-Making**

Rahi Reddy (she/her), Estolano Advisors

## GUIDE TO COMMON MOTIONS

### Purpose of Motions and Committee Procedures

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The purpose of rules of procedure is to facilitate – not hinder – an effective meeting. This helps ensure fairness, efficiency, and orderly debate. Procedural rules are not meant to disrupt or delay business or intimidate or shut down input from other members. Staff can assist in correcting any procedural errors.

### How a Motion Works

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**1. Make the motion.** A member says: “I move to ...” and states the action clearly.

Examples:

- *“I move to amend the first sentence in paragraph one to instead say XYZ.”*
- *“I move to strike the word XYZ in Section 3”*
- *“I move to replace the word ABC in Section 3 with the word XYZ.”*
- *“I move to recommend to the Metro Council for adoption the following regional key performance indicators as set forth in XYZ document.”*

**2. Second the motion.** Another member says: “I second.” A second means only that the matter is worth discussing. It does not mean that the member who seconds necessarily supports the motion.

*\*Note. If no second is offered, the motion fails for lack of a second and the matter is dropped without a vote.*

**3. Debate.** The chair opens discussion. Members speak in turn. No member speaks a second time while others who have not spoken wish to be heard.

**4. Vote.** The chair calls the vote. Unless the bylaws or applicable law require otherwise, if a majority of the voting members who are present vote “yes,” then the motion passes.

### Voting Method

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The Committee may act by voice vote, roll-call vote, show of hands, unanimous consent, or other method authorized by the chair and consistent with applicable law and Metro Code. Members may not vote by proxy, absentee, vote by mail, or secret ballot. All votes must be recorded in the minutes.

#### **Required Vote**

A majority vote of the voting members is required for Committee action (10 of 18 voting members).

#### **Modified Consensus Voting**

The proposed decision-making process is modified consensus. Each member may cast one “3-2-1” vote per decision:

- *A “3” vote: “Yes. I support the decision and support moving forward with the proposed action.”*

- A “2” vote: *“Yes. I support the decision, but with hesitation or caution; I support moving forward with the proposed action.” The voter is given the opportunity for more discussion if needed.*
- A “1” vote: *“No. I oppose this decision and have significant concerns about moving forward with the proposed action.” The voters are given the opportunity to explain their concerns and propose an alternative solution.*
- A “3” or “2” vote is considered a “yes” vote and the majority vote prevails.

There is no default rule on a set fixed time limit for individual speakers on a pending motion. The chair facilitates discussion to ensure all members who wish to speak have an opportunity and may ask members to avoid repeating points already made. If debate becomes prolonged, any member may move to *Call the Question* (see below), which is essentially a motion to end debate. Note that a *Motion to Call the Question* (aka a *Motion to End Debate*) requires two-thirds to pass. A single member does not have unilateral authority to end debate.

### **A Note on Debate Timelines**

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There is no default rule on a set fixed time limit for individual speakers on a pending motion. The chair facilitates discussion to ensure all members who wish to speak have an opportunity and may ask members to avoid repeating points already made. If debate becomes prolonged, any member may move to *Call the Question* (see below), which is essentially a motion to end debate. Note that a *Motion to Call the Question* (aka a *Motion to End Debate*) requires two-thirds to pass. A single member does not have unilateral authority to end debate.

## Common Motions

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Motion	What It Does	Second?	Debate?	Vote to Pass
Main Motion	Brings a matter before the committee for action.	Yes	Yes	Majority
Amend	Modifies a pending motion before it is voted on.	Yes	Yes	Majority
Call the Question	Ends debate immediately and forces a vote on the pending motion.	Yes	No	2/3

## Key Motions Explained

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**Amend.** Before a vote is taken, any member may move to change the wording of a pending motion. State the change precisely: “I move to amend the motion by striking ‘X’ and inserting ‘Y’.” The committee votes on the amendment first. If the amendment passes, the amended version becomes the motion before the committee.

*Note 1: Members are encouraged to provide a copy of their proposed amendment at least 48 hours in advance to the committee chair and designated staff.*

*Note 2: A motion and second on the proposed action must be made **before** a member moves to amend.*

*Note 3: Metro committees do not accept so-called “friendly amendments.” Once a motion has been made and seconded it belongs to the committee, not the individual. It is open to discussion, debate, and further amendment. The chair will treat a so-called “friendly amendment” like any other motion to amend and will ask for a second.*

**Call the Question.** This is a motion to end debate and force an immediate vote on the pending motion. Because it takes away members’ right to speak, it requires a two-thirds vote to pass. If it fails, debate continues. A member calls the question by saying: “I move to call the question” or “I move to end debate.”

## Quick Tip for Members

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If you are unsure whether a motion is in order or how to word it, simply tell the chair what outcome you are trying to achieve. The chair, staff, or the Metro Attorney representative can help you frame it correctly. You do not need to know parliamentary terminology or procedure to participate.



# Metro

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## Agenda #: 3.3

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**File #:** COM 26-1097

**Agenda Date:** 5/13/2026

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### **SHS Reforms: KEIs, KPIs, and Goals**

Liam Frost (he/him), Metro

Yesenia Delgado (she/her), Metro

Raahi Reddy (she/her), Estolano Advisors

# SHS Regional Policy and Oversight Committee

## Draft endorsed KEIs



Environmental indicator	Provides context for
<b>Total number of evictions</b>	<ul style="list-style-type: none"> <li>• System inflow / outflow</li> <li>• Eviction prevention need</li> </ul>
<b>Total number of people and/or households experiencing homelessness</b>	<ul style="list-style-type: none"> <li>• System inflow / outflow</li> <li>• Overall need</li> </ul>
<b>Median length of time experiencing homelessness by self-report</b>	<ul style="list-style-type: none"> <li>• System inflow / outflow</li> </ul>
<b>Vacancy rates</b> <ul style="list-style-type: none"> <li>• Private market (various affordability levels)</li> <li>• Regulated affordable (different MFI levels)</li> </ul>	<ul style="list-style-type: none"> <li>• Housing supply / need</li> <li>• System inflow / outflow</li> </ul>
<b>Median rents</b> <ul style="list-style-type: none"> <li>• Studio, 1-bedroom, 2-bedroom, 3-bedroom units</li> </ul>	<i>To be developed</i>

# SHS Regional Policy and Oversight Committee

## Draft endorsed KEIs (cont.)



Environmental indicator	Provides context for
<p><b>Construction rates</b></p> <ul style="list-style-type: none"> <li>• Studio, 1-bedroom, 2-bedroom, 3-bedroom units</li> <li>• Private market (various affordability levels)</li> <li>• Regulated affordable (different MFI levels)</li> </ul>	<ul style="list-style-type: none"> <li>• Housing supply / need</li> <li>• System inflow / outflow</li> </ul>
<p><b>Median Income</b></p>	<ul style="list-style-type: none"> <li>• Housing supply / need</li> <li>• Overall need</li> </ul>
<p><b>Number of people and/or households experiencing homelessness with specialized needs</b>  <i>(e.g. older adults (65+), people with disabilities, people with substance use disorders, people with severe mental health concerns, etc.)</i></p>	<ul style="list-style-type: none"> <li>• System inflow / outflow</li> <li>• Overall need</li> <li>• Housing supply / need</li> <li>• System alignment need</li> </ul>
<p><b>Housing Burden</b></p>	<ul style="list-style-type: none"> <li>• Median income as it relates to median rents</li> <li>• Housing supply / need</li> </ul>

# SHS Regional Policy and Oversight Committee

## Draft endorsed KPIs



KPIs	Examples of what is measured
Eviction preventions	Households and people served
Shelter	<ul style="list-style-type: none"><li>• Emergency shelter utilization rates</li><li>• Individuals served, total number of shelter units</li><li>• Exits to housing</li></ul>
Housing Placements	<ul style="list-style-type: none"><li>• Permanent Supportive Housing (PSH)</li><li>• Rapid Rehousing (RRH)</li><li>• Other housing programs</li></ul>
Housing Retention Rates	Permanent supportive housing at 12-, and 24-months post-placement
Regional Coordination and Alignment	<i>To be developed</i>

# Draft endorsed goals



## Five-year (2026-2030)

1. Reduce the length of time people experience homelessness
2. Increase efficiency and effectiveness in housing placements and service connections
3. Ensure housing stability and retention for people placed in housing
4. **Interim (18 months):** No net loss amid shifting federal and state funding and policy landscape.



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Agenda #: 3.4

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**File #:** COM 26-1098

**Agenda Date:** 5/13/2026

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**FY26-27 County Annual Work Plans**

Lizzie Cisneros (she/her), Metro  
County Partners

# Supportive Housing Services (SHS)

## Annual Work Plan

Supportive Housing Services Program

FY 2026-27

***DRAFT SUBMITTED APRIL 1, 2026***

## SECTION 1: INSTRUCTIONS FOR ANNUAL WORK TEMPLATE

*Please read through these instructions before completing the Goals & Objectives section of this annual work plan template.*

Draft annual work plans are due **April 1st** of each fiscal year. Work plans include goals and objectives for the following fiscal year. For example, a work plan submitted in April 2022 includes goals and objectives for FY22/23.

Completed work plans should be submitted to Metro program staff via email and should be sent to [HousingServices@OregonMetro.gov](mailto:HousingServices@OregonMetro.gov).

Once received, Metro will review the work plan against your Local Implementation Plan and annual budget and may request changes to ensure consistency and alignment.

**If applicable, revised draft work plans are due June 15th of each fiscal year.**

**The final SHS work plan will be submitted by each county along with the SHS budget 60 days after their county budgets are approved.**

Please enter annual objectives for each category below. Objectives should be based on your Local Implementation Plan (LIP), and the SHS regional goals and metrics. Entering objectives related to the regional goals and metrics is required. Each year, your program should demonstrate progress toward the 10-year regional goals. Objectives should clearly describe the planned progress (e.g. launching a new program, expanding services by a specific number or percentage of providers), and explain how progress will be measured.

When developing objectives from your Local Implementation Plan (LIP):

- Include at least one objective per LIP goal category
- Focus only on work planned for the upcoming program year
- You do not need to include every LIP goal—only those you will actively work on
- Objectives can also be based on your planned budget and investments for next year. If you're funding it or taking concrete steps toward a LIP goal, please include it as an objective.

**SECTION 2: ANNUAL OBJECTIVES BY CATEGORY**

COUNTY NAME: Clackamas

PROGRAM YEAR: FY 2026-27

List annual objectives below for the next program year, by category. Objectives should stem from your LIP Goals, though there are a few required goals coming from Metro’s SHS Work Plan. **Please do not add additional rows to the tables. If you have housing program goals that align with the listed categories, clarify this in the additional information section.**

**CATEGORY 1: HOUSING/PROGRAM QUANTITATIVE GOALS**

This section is slightly different than the categories that follow. For this section, please add your **quantitative goal(s)** for the next year in relation to your housing and services programs. The first chart includes required goals and then you can add any additional quantitative goals in the second chart. If your goal is N/A or zero, please provide additional context in the note's column.

**REQUIRED:** These are SHS metrics that are set out in the Metro SHS Work Plan, in section 5.2. Please share what your annual goals are in relation to these annual metrics.

Regional Metric	Annual Goal	Additional information (e.g. important context or details for the goal)
<b>Number of permanent supportive housing units/opportunities you plan to bring into operation this year</b> (in vouchers/units)	14	While Clackamas County has paused the issuance of new tenant-based RLRA vouchers, we will be opening two new developments, El Nido and Town Center Courtyard, which will have a combined 14 permanent supportive housing units.
<b>Number of households receiving ongoing housing stability support this year:</b> <i>*Includes all sustained households receiving ongoing assistance in all PH Interventions, PSH, RRH, Housing with Services and Housing Only since the start of the measure (2021)</i>	1,000	Ongoing housing support includes households who receive rental assistance in permanent supportive housing, rapid rehousing, and housing with services.
<b>Number of housing placements (households):</b> <i>*Includes all PH Interventions, PSH, RRH, Housing with Services, Housing Only</i>	214	
Permanent Supportive Housing (PSH)	14	Permanent supportive housing placements primarily serve households which meet the Population A definition. Project-based permanent supportive housing may serve Population B households.
Rapid Re-Housing (RRH) - <i>including both sub-types if applicable, e.g. Move-In Ready, sub-type 'Services Only'</i>	200	Rapid rehousing placements will primarily serve households which meet the Population B definition.
Housing with Services Enrollments	_____ enrollments	Housing 4 Success
<b>Number of homelessness preventions (households):</b>	1,250	Eviction and homelessness prevention services will primarily serve households which meet the Population B definition.
<b>Housing retention rate(s) (people and households) (%)</b>		
Permanent Supportive Housing (PSH)	85%	
Rapid Re-Housing (RRH)	85%	

**Additional services area.** Add other **quantitative** housing, service or program goals here (non-quantitative program goals are in Category 4 below). *This information was taken from your LIP goals and services you are contracting with service providers for. Please include any additional services provided that are missing below.*

<b>Topic/Category</b>	<b>Annual Goal</b>	<b>Additional information (e.g. Definition, important context or details for the goal)</b>
<b>Newly created SHS shelter units</b>	0	
<b>Sustained SHS shelter units</b>	246	
<b>Shelter unit capacity (combination of new and sustained)</b>		
Sustained shelter units	246	
<b>Outreach (people)</b> <i>*Number of people (unduplicated) engaged in outreach services</i>	750	Clackamas County’s coordinated outreach program will engage 750 households experiencing homelessness.

**Category 1: Framing and context narrative** (required). Include descriptions of any additional supportive services offered and their contract capacity (e.g., navigation; employment services), if applicable.

Clackamas County has surpassed its commitment to connect 1,065 households with permanent supportive housing. Meeting this ten-year goal approximately five years ahead of schedule, permanent supportive housing placements are tapering. Slowing the growth of new permanent supportive housing placements is also necessary while the county adapts its system to decreased SHS revenue forecasted for FY 26-27 and future fiscal years. In FY 26-27, the county will prioritize system optimization across the continuum of housing services, including maximizing capacity within permanent supportive housing through Housing 4 Success, and preservation of funding for other services. New affordable housing developments containing permanent supportive housing, El Nido and Town Center Courtyards, are scheduled to open in FY 26-27.

**CATEGORY 2: RACIAL EQUITY – STRATEGIES TO MEET REGIONAL GOALS AND LOCAL/LIP STRATEGIES TO ADDRESS RACIAL DISPARITIES**

<b>Objective</b>	<b>Which LIP goal(s) does this objective advance?</b>	<b>How is progress measured?</b>	<b>Additional information (e.g. important context or details for the objective)</b>
<p>Ensure people seeking the housing services can access the language support they need.</p>	<p>This objective advances the County’s LIP commitments to (1) building community-based organization capacity, (2) achieving positive housing and service outcomes for Communities of Color to be equal to or better than NonHispanic white household outcomes, and (3) increasing access for Communities of Color to housing and services, particularly for those with disproportionately high rates of homelessness.</p>	<p>Progress will be measured through provider participation in language access learning sessions and focus groups, completion of provider-level language access assessment, and adoption of language access practices, policies, and tools over time.</p>	<p>Clackamas County is developing a Meaningful Language Access Measure for SHS providers, planned for implementation in 2027. In this context, a measure is a shared way to learn about language access needs and support system-wide improvement.</p> <p>During the 2026 planning year, HCDD will work with providers to understand current language access practices and service gaps; share resources and examples of effective approaches; and identify training, technical assistance, and system support needs.</p> <p>The Meaningful Language Access Measure builds on the baseline language access assessment Clackamas County conducted in FY 25-26.</p>
<p>Promote a culture of inclusiveness and fair housing as the standard throughout the housing services system through equity learning for service provider staff who engage directly with participants.</p>	<p>This objective advances the County’s LIP commitments to (1) building community-based organization capacity, (2) achieving positive housing and service outcomes for Communities of Color to be equal to or better than NonHispanic white household outcomes, and (3) increasing access for Communities of Color to housing and services, particularly for those with disproportionately high rates of homelessness.</p>	<p>Progress will be measured through the number of learning opportunities provided and the number of participants engaged in learning.</p>	<p>Clackamas County will provide equity learning pathways for service providers, including frontline staff, addressing relevant equity topics and culturally responsive housing practices. This may include in-person and electronic training.</p>

**Category 2: Framing and context narrative** (required)

Clackamas County committed to addressing racial disparities present in our housing services system through a variety of strategies and goals outlined in the County’s Local Implementation Plan. The county is implementing those strategies through the above objectives.

**CATEGORY 3: CAPACITY BUILDING – LEAD AGENCY/SYSTEMS INFRASTRUCTURE**

<b>Objective</b>	<b>Which LIP goal(s) does this objective advance?</b>	<b>How is progress measured?</b>	<b>Additional information (e.g. important context or details for the objective)</b>
<p>Implement a modernized Homeless Management Information System (HMIS) to improve data quality, coordination, and system performance across the housing response system.</p>	<p>This objective advances the County’s systemwide investment priority in its LIP. This goal also advances the LIP’s system wide investment priority of expanding internal capacity to facilitate further expansion of programs and services.</p>	<p>Progress will be measured by the completion of key implementation milestones (system configuration, data migration, training), as well as increased data completeness, timeliness, and usability over time.</p>	<p><b>Funded by RIF</b>, this is a tri-county initiative to improve the regional HMIS through a new database coordinating housing and services with people-centric care.</p> <p>The current HMIS, implemented in 2006, was designed primarily for compliance reporting and no longer meets the operational and analytical needs of today’s homelessness response system. A regional assessment identified significant gaps in system functionality, limiting coordination, data quality, and the ability to measure outcomes.</p> <p>In FY 25-26, Clackamas, Multnomah, and Washington Counties selected Bitfocus as the new HMIS vendor to help ensure accurate and timely data and increase accountability. Clackamas County performed significant groundwork to prepare to transfer service providers and their data to the new system.</p>
<p>Assess coordinated entry needs, gaps, and streamlining opportunities.</p>	<p>This objective advances the County’s systemwide investment priority in its LIP. This goal also advances the LIP’s system wide investment priority of expanding internal capacity to facilitate further expansion of programs and services.</p>	<p>Progress will be measured by the identification and pursuit of opportunities to augment and streamline the county’s Coordinated Housing Access system.</p>	<p>Coordinated Housing Access (CHA) fields 20,000+ calls annually and has connected thousands of individuals to housing, services, and resources in the county through housing assessments and real-time coordination with service providers. As the workload grows, Clackamas County is reviewing its coordinated entry system as a whole and will pursue opportunities to streamline processes, respond to growing need, and ensure CHA is cost effective and efficient.</p>

**Category 3: Framing and context narrative** (required)

Internal capacity building continues to be one of the county’s key focuses to ensure it can meet its quantitative goals and optimize its continuum of homeless services.

**CATEGORY 4: CAPACITY BUILDING – PROVIDER CAPACITY**

<b>Objective</b>	<b>Which LIP goal(s) does this objective advance?</b>	<b>How is progress measured?</b>	<b>Additional information (e.g. important context or details for the objective)</b>
<p>Fund one-time capacity building activities for service providers to set them up for long-term success and effectiveness.</p>	<p>This objective advances the County’s commitment to building community-based organization capacity.</p>	<p>Progress will be measured by the amount invested in one-time capacity building.</p>	<p>Foreseeing rising inflation and decreasing revenue collection forecasts, Clackamas County is strategically budgeting to sustain existing services. With a minor decrease in SHS revenue forecasted from FY 26-27 to FY 27-28, the county is choosing to invest in one-time capacity building for service providers this year so that funds will then be available to sustain increases in rent assistance in FY 27-28 without cutting ongoing programs. Eligible expenses may include equipment, supplies, repairs, maintenance, improvements, or staff training.</p>
<p>The county will provide opportunities for service providers’ professional development and program expertise through training opportunities, technical assistance, and engagement.</p>	<p>This objective advances the County’s commitment to building community-based organization capacity.</p>	<p>Progress is measured by the number and diversity of opportunities created for service providers.</p>	<p><b>Funded by RIF</b>, a dedicated training coordinator will continue to build on partnerships with service providers through expanded opportunities for learning, professional development, technical assistance, and other engagements. Opportunities may include financial workshops to assist providers in using financial literacy, budgeting, and basic money management in their engagement with participants; assertive engagement training to assist providers in motivating participants in service engagement; trauma-informed practices; technical assistance with contract fulfillment; mini-trainings at case management meetings; and supporting life skills building for participants. Training that meets the needs of service providers as they continue to engage participants is aimed at reducing provider compassion fatigue, increasing emotional resilience, and fostering a connected and high-performing provider network.</p>

**Category 4: Framing and context narrative** (required)

SHS funding has mobilized grassroots providers who have historically produced significant outcomes with very limited resources. While these providers have a proven track record in delivering housing services, the county remains committed to ensuring they have the necessary capacity to continue to support SHS program activity.

**CATEGORY 5: OTHER ANNUAL GOALS BASED ON LIP**

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Align with behavioral and public health systems.	Enhanced internal coordination on strategic planning and service delivery will advance the County’s commitment to improving behavioral health services alignment with housing and homelessness programs internally and in collaboration with our partners throughout the County.	Progress is measured by investments made into programming which advances this alignment.	<b>Funded by RIF</b> , Clackamas County’s health and housing integration team is pursuing multiple avenues of alignment with behavioral and public health systems. The county will stand up a behavioral health retention team to support housing stability for individuals with complex behavioral health needs. Clackamas County is also expanding its medical respite pilot.
Promote geographic equity.	The county is committed to promoting geographic equity throughout Clackamas County and to leveraging funding to ensure it has the greatest impact in the County. Rural Clackamas County outside of Metro’s jurisdictional boundary has service deserts which are in need of increased funding. The influx of SHS funding within Metro’s jurisdictional boundary is allowing the County to shift resources and fund new services in historically underserved rural areas.	Progress is measured by the amount of non-SHS funding allocated for housing services outside of Metro’s jurisdictional boundary and the number of households served with it.	Due to influx of SHS funding, the county began allocating additional resources for housing and homeless services to rural and historically underserved areas outside of the Metro service area. Services such as shelter, rapid rehousing, outreach, and navigation have been funded in rural Clackamas County. In FY 26-27, the county plans to invest in new resource centers and continue rural shelter, rapid rehousing, outreach, navigation, and long-term rent assistance.

**Category 5: Framing and context narrative** (required)

The County will continue services in rural Clackamas County using other funding sources now that SHS funded services have significantly expanded capacity within Metro’s jurisdictional boundary. The majority of Clackamas County lies outside of Metro’s jurisdictional boundary and has a significant need for new investments and increased capacity. Further alignment with the behavioral and public health systems will provide more robust support for program participants who have acute behavioral or physical health needs and require higher levels of support than housing services providers can deliver.

**Glossary:**

**Supportive Housing Services:** All SHS funded housing interventions that include PSH, RRH, Housing Only, Housing with Services, Preventions, and RLRA Vouchers. This also includes shelter, outreach, navigation services, employment services or any other SHS funding to help households exit homelessness and transition into safe, stable housing.

**Supportive Housing:** SHS housing interventions that include PSH, Housing Only and Housing with Services.

**Regional Long Term Rent Assistance (RLRA):** Provides a flexible and continued rent subsidy that will significantly expand access to housing for households with extremely and very low incomes across the region. RLRA subsidies will be available for as long as the household needs and remains eligible for the subsidy, with no pre-determined end date. Tenant-based RLRA subsidies will leverage existing private market and regulated housing, maximizing tenant choice, while project-based RLRA subsidies will increase the availability of units in new housing developments. RLRA program service partners will cover payments of move-in costs and provide supportive services as needed to ensure housing stability. A Regional Landlord Guarantee will cover potential damages to increase participation and mitigate risks for participating landlords.

**Shelter:** Overnight Emergency Shelter that consists of congregate shelter beds PLUS non/semi-congregate units. Shelter definition also includes Local Alternative Shelters that have flexibility around limited amenities compared to HUD defined overnight shelters.

**Day Shelter:** Provides indoor shelter during daytime hours, generally between 5am and 8pm. Day shelters primarily serve households experiencing homelessness. The facilities help connect people to a wide range of resources and services daily. Including on-site support services such as restrooms, showers, laundry, mail service, haircuts, clothing, nutrition resources, lockers, ID support, etc.

**Outreach:** Activities that are designed to meet the immediate needs of people experiencing homelessness in unsheltered locations by connecting them with emergency shelter, housing, or critical services, and providing them with urgent, non-facility-based care. *Metro is using the HUD ESG Street Outreach model. The initial contact should not be focused on data. Outreach workers collect and enter data as the client relationship evolves. Thus, data quality expectations for street outreach projects are limited to clients with a date of engagement.*

**Outreach Date of Engagement “Engaged”:** the date an individual becomes engaged in the development of a plan to address their situation.

**Population A:** Extremely low-income; AND have one or more disabling conditions; AND are experiencing or at imminent risk\* of experiencing long-term or frequent episodes of literal homelessness.

**Imminent Risk:** Head of household who is at imminent risk of long-term homelessness within 14 days of the date of application for homeless assistance and/or has received an eviction. The head of household will still need to have a prior history of experiencing long-term homelessness or frequent episodes of literal homelessness.

**Population B:** Experiencing homelessness; OR have a substantial risk\* of experiencing homelessness.

**Substantial risk:** A circumstance that exists if a household is very low income and extremely rent burdened, or any other circumstance that would make it more likely than not that without supportive housing services the household will become literally homeless or involuntarily doubled-up.

*The following list are HUD HMIS approved Project Types. Metro recognizes SHS programs do not align with these project types exactly, and value that flexibility. However, to ensure the interpretations and findings are based upon correct interpretations of the data in quarterly reports and HMIS reports, we will reference these Project Types by the exact HUD name.*

*Here are the HUD Standards if needed, <https://files.hudexchange.info/resources/documents/HMIS-Data-Standards-Manual-2024.pdf>*

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A project that offers permanent housing and supportive services to assist people experiencing homelessness to live independently but does not limit eligibility to individuals with disabilities or families in which one adult or child has a disability.

**Housing Only, "PH - Housing Only":**

A project that offers permanent housing for people experiencing homelessness but does not make supportive services available as part of the project. May include Recovery Oriented Transitional Housing, or any other type of housing, not associated with PSH/RRH, that does include supportive services.

**Rapid Re-Housing, "PH - Rapid Re-Housing" (Services Only and Housing with or without services):**

A permanent housing project that provides housing relocation and stabilization services and/or short and/or medium-term rental assistance as necessary to help an individual or family experiencing homelessness move as quickly as possible into permanent housing and achieve stability in that housing.

**Prevention, "Homelessness prevention":**

A project that offers services and/or financial assistance necessary to prevent an individual or family from moving into an emergency shelter or living in a public or private place not meant for human habitation. Component services and assistance generally consist of short-term and medium-term tenant-based or project-based rental assistance and rental arrears. Additional circumstances include rental application fees, security deposits, advance payment of last month's rent, utility deposits and payments, moving costs, housing search and placement, housing stability case management, mediation, legal services, and credit repair. This term differs from retention in that it designed to assist nonsubsidized market rate landlord run units.



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# Supportive Housing Services (SHS)

## Annual Work Plan

Supportive Housing Services Program

FY 2026-27

DRAFT

## SECTION 1: INSTRUCTIONS FOR ANNUAL WORK TEMPLATE

*Please read through these instructions before completing the Goals & Objectives section of this annual work plan template.*

Draft annual work plans are due **April 1st** of each fiscal year. Work plans include goals and objectives for the following fiscal year. For example, a work plan submitted in April 2022 includes goals and objectives for FY22/23.

Completed work plans should be submitted to Metro program staff via email and should be sent to [HousingServices@OregonMetro.gov](mailto:HousingServices@OregonMetro.gov).

Once received, Metro will review the work plan against your Local Implementation Plan and annual budget and may request changes to ensure consistency and alignment.

**If applicable, revised draft work plans are due June 15th of each fiscal year.**

**The final SHS work plan will be submitted by each county along with the SHS budget 60 days after their county budgets are approved.**

Please enter annual objectives for each category below. Objectives should be based on your Local Implementation Plan (LIP), and the SHS regional goals and metrics. Entering objectives related to the regional goals and metrics is required. Each year, your program should demonstrate progress toward the 10-year regional goals. Objectives should clearly describe the planned progress (e.g. launching a new program, expanding services by a specific number or percentage of providers), and explain how progress will be measured.

When developing objectives from your Local Implementation Plan (LIP):

- Include at least one objective per LIP goal category
- Focus only on work planned for the upcoming program year
- You do not need to include every LIP goal—only those you will actively work on
- Objectives can also be based on your planned budget and investments for next year. If you're funding it or taking concrete steps toward a LIP goal, please include it as an objective.

**SECTION 2: ANNUAL OBJECTIVES BY CATEGORY**

**COUNTY NAME:** Multnomah County

**PROGRAM YEAR:** FY 2026-27

List annual objectives below for the next program year, by category. Objectives should stem from your LIP Goals, though there are a few required goals coming from Metro’s SHS Work Plan. **Please do not add additional rows to the tables. If you have housing program goals that align with the listed categories, clarify this in the additional information section.**

**CATEGORY 1: HOUSING/PROGRAM QUANTITATIVE GOALS**

This section is slightly different than the categories that follow. For this section, please add your **quantitative goal(s)** for the next year in relation to your housing and services programs. The first chart includes required goals and then you can add any additional quantitative goals in the second chart. If your goal is N/A or zero, please provide additional context in the note's column.

**REQUIRED:** These are SHS metrics that are set out in the Metro SHS Work Plan, in section 5.2. Please share what your annual goals are in relation to these annual metrics.

Regional Metric	Annual Goal	Additional information (e.g. important context or details for the goal)
<b>Number of permanent supportive housing units/opportunities you plan to bring into operation this year</b> (in vouchers/units)	247 units	Multnomah County anticipates 247 new SHS-supported PSH units to start gradually coming online in FY 2027.  Once these units are fully operational, Multnomah County will have funded 1,952 total new units of supportive housing since the start of the SHS Measure, achieving 87% of the 10-year goal to add 2,235 units.
<b>Number of households receiving ongoing housing stability support this year:</b> <i>*Includes all sustained households receiving ongoing assistance in all PH Interventions, PSH, RRH, Housing with Services and Housing Only since the start of the measure (2021)</i>	4,500 HH	This is a new metric introduced in FY 2027 to capture the lasting impact of SHS funding as the region moves towards sustaining rather than expansion. This metric refers to households placed before the start of FY 2027 that have remained housed in SHS-funded housing at any point during FY 2027.  This number is an estimate and will be adjusted, as needed, once the budget is adopted.
<b>Number of housing placements (households):</b> <i>*Includes all PH Interventions, PSH, RRH, Housing with Services, Housing Only</i>	575 HH	Includes PSH, RRH, Housing with Services. No goal set for Housing Only.
Permanent Supportive Housing (PSH)	250 HH	HSD estimates 250 HH will be placed in PSH this year across new units coming online and attrition in existing PSH programs.
Rapid Re-Housing (RRH) - <i>including both sub-types if applicable, e.g. Move-In Ready, sub-type 'Services Only'</i>	300 HH	RRH funded by SHS will provide short-term rent assistance to households exiting homelessness by providing support with identifying permanent housing opportunities and housing retention.
Housing with Services – <i>if applicable</i>	25 HH	Housing with Services includes housing programs that offer a service component that does not fit in the PSH or RRH categories.
Housing Only – <i>if applicable</i>	N/A	Housing Only programs funded by SHS are fully utilized and no new placements are anticipated for FY 2027. As a result, this section is not applicable.

<b>Number in Other Housing and Services Programs (households):</b> <i>*Not counted towards housing placement:</i>	N/A	Multnomah County will not be funding any Other Housing and Services Programs that are not counted towards housing placement. As a result, this section is not applicable.
Housing with Services – <i>if applicable, e.g. Housing4Success</i>	N/A	
Housing Only – <i>if applicable, e.g. RLRA Rent Assistance only, Move-on, or graduation programs</i>	N/A	
<b>Number of homelessness preventions (households):</b>	295 HH	SHS-funding in this service area is limited in the FY 2027 proposed budget.
<b>Housing retention rate(s) (people and households) (%)</b>		The following housing retention rate goals are set at 85% in alignment with regional goals.
Permanent Supportive Housing (PSH)	85%	
Rapid Re-Housing (RRH)	85%	

**Additional services area.** Add other **quantitative** housing, service or program goals here (non-quantitative program goals are in Category 4 below). *This information was taken from your LIP goals and services you are contracting with service providers for. Please include any additional services provided that are missing below.*

<b>Topic/Category</b>	<b>Annual Goal</b>	<b>Additional information (e.g. Definition, important context or details for the goal)</b>
<b>Newly created SHS shelter units</b>	114 new units	HSD anticipates three new shelter programs will come online during FY 2027. Out of the total 114 units expected, 50 new units are designated for the family system.
<b>Sustained SHS shelter units</b>	845 sustained units	HSD anticipates SHS will fund full or partial operations of 845 existing shelter units.
<b>Shelter unit capacity (combination of new and sustained)</b>	959 total SHS-funded units	In FY 2027, SHS funding will support full or partial costs for 959 shelter units across Multnomah County. This includes both congregate and non-congregate shelters and units across the Adult, Family, Youth, and DSV systems of care.
<b>Outreach (people)</b> <i>*Number of people (unduplicated) engaged in outreach services</i>	750 people	Outreach targets have been set in collaboration with outreach providers and in alignment with the submitted budget. HSD anticipates engaging at least 750 people in SHS-funded outreach services in FY 2027.

**Category 1: Framing and context narrative** (required). Include descriptions of any additional supportive services offered and their contract capacity (e.g., navigation; employment services), if applicable.

Based on the FY 2026-27 submitted SHS budget, Multnomah County estimates 247 new permanent supportive housing (PSH) units will come online, 575 households will be placed in housing, 295 households will be served with eviction prevention services, 959 shelter units will be funded by SHS, and 750 people will be engaged in outreach services. Over the next fiscal year, Multnomah County's investments are focused on sustaining 4,500 households with ongoing housing support, prioritizing housing placements, and maximizing shelter effectiveness in a restricted funding environment. The sixth year of SHS implementation marks a distinct shift from the rapid growth of early SHS years to stabilizing services for long-term success.

The quantitative goals have been set in alignment with Multnomah County's submitted budget and are subject to change based on final budget adoption. Resulting adjustments will be made in the final version of the annual work plan.

**CATEGORY 2: RACIAL EQUITY – STRATEGIES TO MEET REGIONAL GOALS AND LOCAL/LIP STRATEGIES TO ADDRESS RACIAL DISPARITIES**

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
<p><b>Expand culturally specific PSH opportunities for adults and families.</b></p>	<p>Multnomah County’s LIP identifies investments in supportive housing as the first priority of SHS implementation. During the lifetime of the measure we aim to bring “2,235 additional supportive housing units in Multnomah County” online.</p> <p>The LIP calls for “project based and scattered site Permanent Supportive Housing units that are specifically designed to address the overrepresentation of specific Communities of Color in the chronically homeless population, in particular among Native Americans, African Americans, and Native Hawaiian and Pacific Islanders.”</p>	<p>This goal represents work that started back in FY 2025 that was temporarily paused due to budget reductions. HSD has completed the Notice of Funding Availability (NOFA) and the work is slowly ramping back up.</p> <p>By the end of FY 2027, HSD will complete the following:</p> <ul style="list-style-type: none"> <li>• Work with providers selected through the NOFA process to update project proposals and develop implementation plans and timelines.</li> <li>• Update and execute contracts with culturally specific providers participating in the expansion.</li> </ul> <p>Following the approval of the FY 2027 budget, HSD may refine how progress is measured for this goal.</p>	<p>Through previous tri-county Request for Programmatic Qualification (RFPQ) cycles, HSD has prioritized expanding our qualified provider pool to include culturally specific providers, especially small and emerging.</p> <p>This PSH expansion builds off the RFPQ process by using intentional outreach to existing and recently qualified culturally specific providers to apply for funding.</p> <p>Also, the goal is in direct alignment with the SHS Advisory Committee’s FY 2025 equity recommendations, which “prioritize investments that meet the housing needs of those who have been historically deprioritized and heavily impacted by inequities in the homeless services system, such as the Black community, the LGBTQIA2s+ community, those with disabilities, the elderly, the formerly incarcerated, and immigrants”.</p>

**Category 2: Framing and context narrative** (required)

This goal blends two of the top priorities of the SHS Measure: increasing supportive housing opportunities for people experiencing chronic homelessness and reducing racial disparities. As highlighted by our LIP, communities of color are overrepresented in homelessness and more likely to experience barriers to housing due to institutionalized and systemic racism. In FY 2025, HSD increased the PSH services cap from \$10,000 per household to \$15,000 with a premium for culturally specific programs. This goal builds upon the work that has been done over the past few years to not only offer a premium for culturally specific programs but to increase their share of capacity in Multnomah County’s supportive housing options. The investment is responsive to historical and continued inequities and increases safe, stable housing options for communities that are often underserved.

**CATEGORY 3: CAPACITY BUILDING – LEAD AGENCY/SYSTEMS INFRASTRUCTURE**

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
<p><b>Implement trainings focused on clarifying program monitoring expectations for HSD staff working in contract administration</b></p>	<p>Multnomah County’s LIP named County Program Implementation Capacity as a priority investment for SHS. Specifically, “while it is anticipated that the majority of funded services will be delivered by community partners, additional County staffing will be needed to effectively plan, procure, implement, and evaluate the SHS Program”.</p>	<p>Training and clarified expectations for program monitoring will allow us to promote more consistent and equitable monitoring practices across our provider contracts.</p> <p>By the end of FY 2027, HSD will complete the following:</p> <ul style="list-style-type: none"> <li>• Create and administer at least one monitoring training for contract administrators.</li> <li>• Survey contract administrators to measure changes in understanding and expectations of HSD monitoring practices.</li> </ul>	<p>As the County enters a restricted funding year where reductions in FTE are prevalent, it is essential for HSD to solidify lower-cost supports for County staff.</p> <p>This goal largely aligns with our SHS advisory committee’s FY 2024 Capacity Building Recommendation to “...create accountability for outcomes described” in provider contracts.</p>
<p><b>Complete configuration and migration phases of the Homeless Management Information System (HMIS) Replacement Project</b></p>	<p>Data collection and sharing is listed as a systemwide investment priority in Multnomah County’s LIP, which notes that “there is a substantial need to strengthen and integrate existing data systems, in particular the HMIS database and healthcare data systems, to expand users and develop new service coordination, tracking and reporting capabilities.”</p>	<p>The tri-counties have been working on the HMIS Replacement Project since FY 2024, and the next year represents a critical period in which new system design and data migration will take place.</p> <p>By the end of FY 2027, HSD will achieve the following:</p> <ul style="list-style-type: none"> <li>• Complete the design of the new HMIS system (Phase 4 of the project).</li> <li>• Complete system setup (Phase 5)</li> <li>• Host at least one training for end users.</li> </ul>	<p>The SHS Regional Investment Fund (RIF) is the primary funding source for the HMIS Replacement Project since it represents a regional data system investment across the tri-counties.</p>

**Category 3: Framing and context narrative (required)**

SHS funding has contributed to substantial growth in the volume of homeless and housing services provided in Multnomah County. As the region shifts to sustaining capacity built by SHS, Multnomah County is investing training resources for contract administrators to ensure HSD’s program monitoring practices are equitable and consistent. By establishing training that emphasizes and clarifies program monitoring expectations, contract administrators will improve their ability to manage contracts, ensure compliance, and conduct equitable reviews of programming.

The HMIS Replacement Project is a multi-year undertaking that started in FY 2024 following a tri-county [HMIS Technology Strategic Sourcing Analysis](#) completed by Gartner Consulting. The analysis confirmed what we have long known locally—that the legacy HMIS platform is not equipped to meet the current needs of our system. As a result, the HMIS Replacement Project was launched to address key gaps in the current HMIS system, such as data visibility. Due to the regional reach of the project, the SHS Regional Investment Fund (RIF) is the primary funding source for the project. The updated system aims to provide better user experience, versatility, and transparency to support the region’s ability to make data-driven decisions.

**CATEGORY 4: CAPACITY BUILDING – PROVIDER CAPACITY**

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
<p><b>Standardize training and provide training resource navigation for outreach providers</b></p>	<p>In Multnomah County’s LIP, culturally specific providers identified a “need for more housing-focused outreach to Communities of Color in locations where there are service deserts, including East County” as a barrier to housing and a factor contributing to disparities in housing retention.</p> <p>Additionally, the LIP highlighted ‘street outreach aimed at... service navigation for those who are unsheltered’ as a priority area and identified the opportunity to “build capacity to improve...standards of practice” as a prominent community engagement theme.</p>	<p>HSD has and continues to improve on outreach outcomes reporting and outreach provider standards and expectations for service delivery.</p> <p>By the end of FY 2027, HSD will complete the following:</p> <ul style="list-style-type: none"> <li>● Identify specific service delivery standards for outreach providers.</li> <li>● Establish clear expectations for providers on how to achieve the standards via training and/or other educational opportunities.</li> <li>● Integrate standards and expectations into outreach provider contracts.</li> </ul>	<p>Over the years, HSD has funded survival, navigational, and housing-focused outreach. In FY 2027, HSD has blended these three types of outreach into a housing-focused outreach model that prioritizes pathways to housing. Funded programs consider geographic equity and have been strategically mapped to cover Multnomah County, especially where resources are sparse.</p> <p>This goal aligns with our SHS Advisory Committee’s FY 2026 accessibility recommendations, which uplift the need for establishing trauma-informed training requirements for outreach workers and setting training expectations.</p>

**Category 4: Framing and context narrative** (required)

While not the primary focus of SHS, outreach services were identified as an area needing investment, especially for people of color and other populations such as youth and LGBTQIA2S+. With the significant ramp up of services during the first years of SHS implementation, programming was often launched quickly. Now, as we enter the sixth year of implementation there is an opportunity to solidify these investments and the quality of services by ensuring standards are established and providers are given the support and clarity they need to achieve them to best serve people experiencing homelessness.

**CATEGORY 5: OTHER ANNUAL GOALS BASED ON LIP**

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
<p><b>Engage landlords utilizing Multnomah County’s newly established landlord recruitment and retention strategy.</b></p>	<p>Multnomah County’s LIP identified a need to increase “limited resources to support landlord engagement and relations, which will be a growing system-wide need as diverse rent assistance programs scale up significantly with SHS”.</p>	<p>HSD is building a series of education and outreach materials for property owners and managers to better engage with and navigate our system.</p> <p>By the end of FY 2027, HSD will complete the following:</p> <ul style="list-style-type: none"> <li>• Identify the mode/platform that resources will be shared with landlords.</li> <li>• Host at least one focus group with landlords to seek feedback on educational materials.</li> </ul> <p>Following the approval of the FY 2027 budget, HSD may refine how progress is measured for this goal.</p>	<p>This goal aligns with a system gap identified in Multnomah County’s LIP and aligns with the Homeless Services Department’s (HSD) SHS advisory committee recommendations related to Accessibility which call for “expanded investment in housing through strategies such as... scattered-site housing, especially in underserved geographic areas.”</p> <p>Although this goal does not represent an increased financial investment, it does represent an increased investment to engage landlords in training to promote more diverse, non-project based housing options across Multnomah County to meet the needs of participants.</p>

**Category 5: Framing and context narrative (required)**

Building strong relationships with property owners in our community will help increase housing options, keep people housed, and minimize evictions while providing education and training on best and culturally responsive practices for working with tenants who have been previously unhoused. In FY 2026, Multnomah County streamlined landlord recruitment and retention resources and started developing a landlord recruitment and retention strategy. With shrinking financial resources and housing affordability challenges, HSD is continuing to prioritize this body of work to ensure people experiencing homelessness have access to housing opportunities that meet their individual needs and stabilization mechanisms to help maintain their housing.

## **Glossary:**

**Supportive Housing Services:** All SHS funded housing interventions that include PSH, RRH, Housing Only, Housing with Services, Preventions, and RLRA Vouchers. This also includes shelter, outreach, navigation services, employment services or any other SHS funding to help households exit homelessness and transition into safe, stable housing.

**Supportive Housing:** SHS housing interventions that include PSH, Housing Only and Housing with Services.

**Regional Long Term Rent Assistance (RLRA):** Provides a flexible and continued rent subsidy that will significantly expand access to housing for households with extremely and very low incomes across the region. RLRA subsidies will be available for as long as the household needs and remains eligible for the subsidy, with no pre-determined end date. Tenant-based RLRA subsidies will leverage existing private market and regulated housing, maximizing tenant choice, while project-based RLRA subsidies will increase the availability of units in new housing developments. RLRA program service partners will cover payments of move-in costs and provide supportive services as needed to ensure housing stability. A Regional Landlord Guarantee will cover potential damages to increase participation and mitigate risks for participating landlords.

**Shelter:** Overnight Emergency Shelter that consists of congregate shelter beds PLUS non/semi-congregate units. Shelter definition also includes Local Alternative Shelters that have flexibility around limited amenities compared to HUD defined overnight shelters.

**Day Shelter:** Provides indoor shelter during daytime hours, generally between 5am and 8pm. Day shelters primarily serve households experiencing homelessness. The facilities help connect people to a wide range of resources and services daily. Including on-site support services such as restrooms, showers, laundry, mail service, haircuts, clothing, nutrition resources, lockers, ID support, etc.

**Outreach:** Activities that are designed to meet the immediate needs of people experiencing homelessness in unsheltered locations by connecting them with emergency shelter, housing, or critical services, and providing them with urgent, non-facility-based care. *Metro is using the HUD ESG Street Outreach model. The initial contact should not be focused on data. Outreach workers collect and enter data as the client relationship evolves. Thus, data quality expectations for street outreach projects are limited to clients with a date of engagement.*

**Outreach Date of Engagement “Engaged”:** the date an individual becomes engaged in the development of a plan to address their situation.

**Population A:** Extremely low-income; AND have one or more disabling conditions; AND are experiencing or at imminent risk\* of experiencing long-term or frequent episodes of literal homelessness.

**Imminent Risk:** Head of household who is at imminent risk of long-term homelessness within 14 days of the date of application for homeless assistance and/or has received an eviction. The head of household will still need to have a prior history of experiencing long-term homelessness or frequent episodes of literal homelessness.

**Population B:** Experiencing homelessness; OR have a substantial risk\* of experiencing homelessness.

**Substantial risk:** A circumstance that exists if a household is very low income and extremely rent burdened, or any other circumstance that would make it more likely than not that without supportive housing services the household will become literally homeless or involuntarily doubled-up.

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**Housing with Services, “PH - Housing with Services (no disability required for entry)”:**

A project that offers permanent housing and supportive services to assist people experiencing homelessness to live independently but does not limit eligibility to individuals with disabilities or families in which one adult or child has a disability.

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A project that offers permanent housing for people experiencing homelessness but does not make supportive services available as part of the project. May include Recovery Oriented Transitional Housing, or any other type of housing, not associated with PSH/RRH, that does include supportive services.

**Rapid Re-Housing, "PH - Rapid Re-Housing" (Services Only and Housing with or without services):**

A permanent housing project that provides housing relocation and stabilization services and/or short and/or medium-term rental assistance as necessary to help an individual or family experiencing homelessness move as quickly as possible into permanent housing and achieve stability in that housing.

**Prevention, "Homelessness prevention":**

A project that offers services and/or financial assistance necessary to prevent an individual or family from moving into an emergency shelter or living in a public or private place not meant for human habitation. Component services and assistance generally consist of short-term and medium-term tenant-based or project-based rental assistance and rental arrears. Additional circumstances include rental application fees, security deposits, advance payment of last month's rent, utility deposits and payments, moving costs, housing search and placement, housing stability case management, mediation, legal services, and credit repair. This term differs from retention in that it designed to assist nonsubsidized market rate landlord run units.

DRAFT

# **Supportive Housing Services (SHS)**

## **Annual Work Plan**

Supportive Housing Services Program

FY 2026-27



## SECTION 1: INSTRUCTIONS FOR ANNUAL WORK TEMPLATE

*Please read through these instructions before completing the Goals & Objectives section of this annual work plan template.*

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Completed work plans should be submitted to Metro program staff via email and should be sent to [HousingServices@OregonMetro.gov](mailto:HousingServices@OregonMetro.gov).

Once received, Metro will review the work plan against your Local Implementation Plan and annual budget and may request changes to ensure consistency and alignment.

**If applicable, revised draft work plans are due June 15th of each fiscal year.**

**The final SHS work plan will be submitted by each county along with the SHS budget 60 days after their county budgets are approved.**

Please enter annual objectives for each category below. Objectives should be based on your Local Implementation Plan (LIP), and the SHS regional goals and metrics. Entering objectives related to the regional goals and metrics is required. Each year, your program should demonstrate progress toward the 10-year regional goals. Objectives should clearly describe the planned progress (e.g. launching a new program, expanding services by a specific number or percentage of providers), and explain how progress will be measured.

When developing objectives from your Local Implementation Plan (LIP):

- Include at least one objective per LIP goal category
- Focus only on work planned for the upcoming program year
- You do not need to include every LIP goal—only those you will actively work on
- Objectives can also be based on your planned budget and investments for next year. If you're funding it or taking concrete steps toward a LIP goal, please include it as an objective.

**SECTION 2: ANNUAL OBJECTIVES BY CATEGORY**

COUNTY NAME: Washington

PROGRAM YEAR: FY 2026-27

List annual objectives below for the next program year, by category. Objectives should stem from your LIP Goals, though there are a few required goals coming from Metro’s SHS Work Plan. **Please do not add additional rows to the tables. If you have housing program goals that align with the listed categories, clarify this in the additional information section.**

**CATEGORY 1: HOUSING/PROGRAM QUANTITATIVE GOALS**

This section is slightly different than the categories that follow. For this section, please add your **quantitative goal(s)** for the next year in relation to your housing and services programs. The first chart includes required goals and then you can add any additional quantitative goals in the second chart. If your goal is N/A or zero, please provide additional context in the note's column.

**REQUIRED:** These are SHS metrics that are set out in the Metro SHS Work Plan, in section 5.2. Please share what your annual goals are in relation to these annual metrics.

Regional Metric	Annual Goal	Additional information (e.g. important context or details for the goal)
<b>Number of permanent supportive housing units/opportunities you plan to bring into operation this year</b> (in vouchers/units)	N/A	Washington County has surpassed our LIP supportive housing goal of creating capacity for 1,667 supportive housing placements with our Regional Long Term Rental Assistance (RLRA) and case management programs supporting scattered site placements as well as site-based PSH units operating in the County. As PSH buildings open across the County, our tenant-based supportive housing will convert to project-based supportive housing within PSH developments. These programs are designed to support Population A households.
<b>Number of households receiving ongoing housing stability support this year:</b> <i>*Includes all sustained households receiving ongoing assistance in all PH Interventions, PSH, RRH, Housing with Services and Housing Only since the start of the measure (2021)</i>	2,000 households	Washington County will continue to support 2,000 households in Year 6 that were previously placed into housing programs including Permanent Supportive Housing, Rapid Rehousing, and RLRA only – a Housing Only program for participants that need ongoing rental support but no longer require case management services.
<b>Number of housing placements (households):</b> <i>*Includes all PH Interventions, PSH, RRH, Housing with Services, Housing Only</i>	375 Total Placements	Across medium-term and long-term programs, we expect to place 475 <b>households into housing</b> over the course of Program Year Five. In addition to housing placement, these households will be served with comprehensive case management to meet each household where they are at, with an emphasis on reaching and maintaining housing stability. The program details are defined below.
Permanent Supportive Housing (PSH)	<ul style="list-style-type: none"> <li>100 placements</li> </ul>	In Program Year Six, we anticipate that <b>100 households will be newly placed</b> into our PSH programs. These placements will leverage both private market units using <b>tenant-based vouchers and HCMS, and purpose-built PSH buildings with project-based vouchers with onsite case management and resident services.</b> This program is designed to support Population A households with long-term wraparound services and case management.
Rapid Re-Housing (RRH) - <b>Enhanced</b>	<ul style="list-style-type: none"> <li>150 placements</li> </ul>	<b>Enhanced Rapid Rehousing (ERRH)</b> increases access to housing options for households that require medium-term rent assistance support and case management services until the household can achieve financial independence. Participants are enrolled for up to 24 months with financial assistance and support services decreasing over time as households build stability. While both Population A and B are eligible for ERRH, the focus population is Population B. In Program Year Six, we anticipate that <b>150 households will be newly placed into our ERRH program.</b>

Rapid Re-Housing (RRH) - <b>Move-In Assistance</b>	<ul style="list-style-type: none"> <li>125 placements</li> </ul>	Washington County redesigned our <b>Move-In assistance</b> , a one-time resource to support households' move into new housing without ongoing case management services or rental assistance in Program Year Five. This assistance helps "divert" households away from long waitlists for housing programs if they can sustain housing placement with one-time financial assistance. The program created a pooled fund available to all contracted service providers to access one-time funds. We anticipate housing at least <b>125 households with Move-in assistance</b> .
Housing with Services – <i>if applicable</i>	N/A	N/A
Housing Only – <i>if applicable</i>	<ul style="list-style-type: none"> <li>100 enrollments</li> </ul>	As households stabilize, they may no longer require case management services but still need ongoing financial support through RLRA to remain stably housed. We seek to support 100 households with ongoing RLRA-Only rent assistance. Note: This program is not counted in the total housing placements since the placement already occurred; however, the program frees up capacity for new housing placements in other programs.
<b>Number in Other Housing and Services Programs (households):</b> <i>*Not counted towards housing placement:</i>		
Housing with Services – <i>if applicable, e.g. Housing4Success</i>	N/A	N/A
Housing Only – <i>if applicable, e.g. RLRA Rent Assistance only, Move-on, or graduation programs</i>	N/A	This number is included in the number of households receiving ongoing housing stability support above.
<b>Number of homelessness preventions (households):</b>	525 households	Washington County continues to support <b>eviction prevention</b> with one-time resources, serving <b>225 households</b> with eviction prevention. In addition, Washington County has launched a targeted <b>homelessness prevention initiative</b> serving a narrowed population of households at highest risk of entering homelessness. The program launched in Program Year Five, with contracted service providers actively accessing the pooled fund to provide prevention assistance and case management support. The homeless prevention program is expected to serve an estimated <b>300 households</b> in Program Year Six.
<b>Housing retention rate(s) (people and households) (%)</b>		
Permanent Supportive Housing (PSH)	85%	This goal is based on our understanding of HUD PSH programs. We will assess this goal and adjust over time with supported data.
Rapid Re-Housing (RRH)	85%	This goal is based on our understanding of HUD PSH programs. We will assess this goal and adjust over time with supported data.

**Additional services area.** Add other **quantitative** housing, service or program goals here (non-quantitative program goals are in Category 4 below). *This information was taken from your LIP goals and services you are contracting with service providers for. Please include any additional services provided that are missing below.*

Topic/Category	Annual Goal	Additional information (e.g. Definition, important context or details for the goal)
<b>Newly created SHS shelter units</b> <b>Sustained SHS shelter units</b>	1 new Transitional Housing site	In Program Year Six, Washington County will bring on a <b>new transitional housing site</b> focused on recovery with <b>85 units</b> . In addition, we will bring on a <b>safe rest village</b> that will bring together two previous safe rest villages to maintain safe rest capacity of <b>60 pods</b> in the shelter system and better serve participants in one site.

<b>Shelter unit capacity (combination of new and sustained)</b>	419 shelter beds sustained (391 funded with SHS)	Washington County's shelter system was built out thanks to capital investments from SHS, the Oregon Legislature, and through Governor Kotek's Emergency Orders. Now, our SHS-funded system includes 391 units of different types, including congregate, pods, converted motels, and transitional housing (opening in Program Year Six), across the County. Washington County as an entire system operates 419 units of shelter from all combined funding sources.
	504 shelter units created and sustained (476 funded with SHS)	Now, our SHS-funded system includes 476 units of different types, including congregate, pods, converted motels, and transitional housing (opening in Program Year Six), across the County. Washington County as an entire system operates 504 units of shelter from all combined funding sources.
<b>Outreach</b>	Improve data quality for exits, maintaining at least 75% of exits to a positive or sheltered destination	The goal of Street Outreach is to connect individuals and families to positive outreach program exits, connecting participants to temporary or permanent destinations including shelter and housing. Washington County's goal is to maintain improvement in positive exit rates across the system, focusing on a 75% positive exit rate.

**Category 1: Framing and context narrative** (required). Include descriptions of any additional supportive services offered and their contract capacity (e.g., navigation; employment services), if applicable.

As Washington County enters Program Year Six, we are focusing on the stabilization of the system, continuing to make system improvements and refinements with limited expansions of programs. In Year Six, Washington County will implement Transitional Housing focused on recovery, a needed addition to the continuum of services available in the community.

While new placements are more limited, Washington County will continue to work with households to achieve housing stability and self-sufficiency, moving households from case management to our RLRA only program, opening new placements for new participants. The County will continue to optimize programming, identify ways to leverage other systems of care and funding streams, and coordinate effectively across the provider network.

**CATEGORY 2: RACIAL EQUITY – STRATEGIES TO MEET REGIONAL GOALS AND LOCAL/LIP STRATEGIES TO ADDRESS RACIAL DISPARITIES**

<b>Objective</b>	<b>Which LIP goal(s) does this objective advance?</b>	<b>How is progress measured?</b>	<b>Additional information (e.g. important context or details for the objective)</b>
Refine the use of the regional Racial Equity Lens Tool (RELT)	Washington County aims to advance racial equity within its Supportive Housing Services (SHS) program by strengthening internal coordination and applying consistent equity standards through use of the Racial Equity Lens Tool (RELT). The County goal will be to further integrate the Racial Equity Lens process into key planning, policy, and program decisions to ensure equity considerations help guide implementations.	The County will monitor how often the Racial Equity Lens Tool (RELT) is used in decision-making at least four times during plan the year, and document the outcomes and insights generated through each application. An annual review will be conducted to assess the overall impact of RELT usage and identify opportunities for strengthening equity-informed practices.	The County is developing an informal RELT advisory role for staff to help take ownership of equity outcomes in their programs. These advisors will also support progress measurement and annual evaluation.
Ensure that federal budget reductions in Emergency Housing Vouchers (EHV) and policy changes regarding mixed-status families do not create disproportionate impact on protected class households currently served in Washington County housing programs.	Washington County will work to preserve housing stability for households affected by these federal funding and policy changes by identifying households at risk, assessing proportionate impacts across protected class households, and deploying available housing programs to stabilize families. SHS funding will be considered where possible to minimize disproportionate impacts to affected households.	The County will track housing outcomes for households impacted by federal program changes, any SHS resources used to stabilize these families during the reporting period, and analyze demographics of impacted households compared to our overall population of voucher utilizers.	
Investigate and understand the impacts of federal program reductions and policy shifts generally across protected classes supported in our SHS funded programs.	Washington County is committed to developing a clearer understanding of how federal reductions affect protected classes so that SHS funding can be deployed to mitigate disparate impacts across our progress. This includes identifying emerging patterns of harm caused by loss of federal benefits such as health insurance and food assistance, assessing the extent to which federal changes influence housing stability or service needs, and using these insights to inform program adjustments and resource planning.	The County will track with qualitative data from its Culturally Specific Organization Cohort, documenting trends in service needs related to federal policy impacts and identifying any shifts in program demand or required interventions to offset these impacts and mitigate disparate impacts to protected classes.	

**Category 2: Framing and context narrative** (required)

Washington County's commitment to leading with equity in SHS implementation goes beyond the goals above and is baked into our work. As Washington County navigates the changes to the federal landscape, we continue to prioritize serving individuals and families as they are reflected in the homeless response system, ensuring every individual and family has a path towards housing stability. Washington County will continue to lead thoughtfully and lean into how services can be culturally specific and responsive to participants.

Advancing equity through program implementation, community partnerships, and housing placement outcomes is a fundamental commitment of Washington County's Homeless Services Division.

**CATEGORY 3: CAPACITY BUILDING – LEAD AGENCY/SYSTEMS INFRASTRUCTURE**

<b>Objective</b>	<b>Which LIP goal(s) does this objective advance?</b>	<b>How is progress measured?</b>	<b>Additional information (e.g. important context or details for the objective)</b>
Update and approve our Local Implementation Plan for years 6-10.	Washington County committed to ongoing community review and guidance to inform program implementation. Through community engagement and stakeholder guidance in Program Year Five, a system evaluation process and framework will continue to refine how we balance system investments.	The County will complete the Local Implementation Plan which will include an evaluation process and framework that can be used each year to guide system investments and engage providers, partners, and the community at large for ongoing system refinement. In addition, the County will approve the Plan through our Advisory Bodies and Board.	The updated LIP will be designed to guide our program through the end of the current measure and set Washington County up for a strong system of continuous investment rebalancing and program improvements.
Institute annual decision-making framework and process for one-time funding.	Washington County developed a framework for evaluating one-time investments using data and engaging our partners and Board to direct investments. The framework advances our response to urgent community needs while recognizing the limitations of one-time only available funding.	Once funding is identified at the close of the fiscal year, Washington County will respond to community needs that can be addressed with one-time resources through data evaluation and engaging Advisory Bodies. Staff will receive direction from our Board and execute contracts to distribute funds accordingly.	
Refine Coordinated Entry Access, Assessment, and Prioritization	In our LIP, Washington County committed to build a strategic regional response and coordinated service system to better serve people experiencing homelessness throughout the region.	In Program Year Six, Washington County will continue to evaluate improvements needed for our Coordinated Entry system and implement changes to ensure access to the system through various front door services including Access Centers and Street Outreach. Washington County will also develop changes to the assessment and prioritization aspects of Coordinated Entry, with the plan to implement these changes in Program Year Seven in alignment with the other counties.	Changes to the Coordinated Entry system are impacted by the changes to the Homeless Management Information System and will work in partnership with changes by Multnomah and Clackamas Counties in partnership with Metro.
Health and housing integration	As part of our goal to leverage other systems of care, we signed a data sharing agreement with Health Share to improve services, reporting, and funding opportunities to better serve people experiencing homelessness with significant healthcare needs.	The County will use newly available data to compare how participants are being served by both systems of care in order to design program improvements that can more effectively connect people to services they need and leverage available health system funded programs.	

**Category 3: Framing and context narrative** (required)

Washington County continues to build out our system infrastructure, developing frameworks and evaluating the impacts the system is making for people experiencing homelessness. Using these developed frameworks, we will leverage data and community feedback to ensure decisions for future system development and spending are responsive to community need.

In addition, Washington County will further refine our Coordinated Entry system, Community Connect, to be accessible and easily understood by partners and people experiencing homelessness while recognizing that Coordinated Entry resources will not solve homelessness alone. As such, we will continue to work with other systems of care including health system partners to identify resources and ensure individuals are connected to needed services.



**CATEGORY 4: CAPACITY BUILDING – PROVIDER CAPACITY**

<b>Objective</b>	<b>Which LIP goal(s) does this objective advance?</b>	<b>How is progress measured?</b>	<b>Additional information (e.g. important context or details for the objective)</b>
Expansion of Access Centers	The Plan identified the need for services to be understandable and available, meeting individuals’ basic needs as well as connecting participants to the system of care.	Washington County will continue to expand Access Centers throughout the County, adding two additional Access Centers with new buildings in Hillsboro and Cornelius and exploring development opportunities in Beaverton or central Washington County.	Access Centers operate as day centers, ensuring participants can address their basic needs. Access Center programming will be based on best practices and connect participants to the system of care including shelter referrals, housing referrals, and diversion services to quickly get people back into housing.
Refinements to the Emergency Shelter system	The Plan identified a significant lack of temporary housing available in Washington County. Now that the system has developed over 400 units of emergency shelter, Washington County will continue to make improvements to the system of care to ensure participant needs are met.	Washington County will engage with advisory bodies, including the Lived Experience Advisory Committee, to receive feedback on how our programs can streamline access to emergency shelters including refining our waitlist procedures and increasing utilization in emergency shelter beds. Then the program will develop and implement new procedures in our system and with our shelter providers. In addition, the County will work with emergency shelter providers to ensure services meet the needs of participants and long-term sustainability.	
Training and Development	The Plan identified the need to support local organizations in Washington County to lead SHS service provision. This goal aims to continue to lean into developing these organizations and ensuring adequate training and resources are available to refine homeless services delivery.	Training in homeless services is essential to ensure that providers are equipped with the knowledge, skills, and approaches necessary to support individuals facing complex and interconnected challenges. Community partners have identified trainings needed to continue homeless service delivery. Washington County will develop and deploy trainings throughout Program Year Six, providing necessary professional development opportunities and support to staff.	While Metro is working towards regional long-term goals for training, these trainings will fill the gap while regional resources are being developed.

**Category 4: Framing and context narrative** (required)

Washington County’s network of more than 20 service providers has significantly scaled up operations during the first five years of SHS investments, building a stronger and more responsive homeless services system. In Year Six, the addition of two new Access Centers will further expand and geographically balance the system of care across the county, increasing capacity for outreach, assessment, and connection to services. As the system continues to mature, Washington County aims to sustain key investments, strengthen program quality, and implement ongoing training to support organizational development and accountability among providers. These efforts will drive continuous improvement across all service areas, including Emergency Shelter, where enhanced operations are critical to meeting both current and emerging needs. By refining practices and optimizing service delivery, the system can better serve participants and create opportunities to quickly serve households to ensure homelessness is brief, rare, and one-time.

**CATEGORY 5: OTHER ANNUAL GOALS BASED ON LIP**

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
N/A			

**Category 5: Framing and context narrative** (required)

Given that Washington County has accomplished the goals included in our Local Implementation Plan, no additional goals fit into this category.

**Glossary:**

**Supportive Housing Services:** All SHS funded housing interventions that include PSH, RRH, Housing Only, Housing with Services, Preventions, and RLRA Vouchers. This also includes shelter, outreach, navigation services, employment services or any other SHS funding to help households exit homelessness and transition into safe, stable housing.

**Supportive Housing:** SHS housing interventions that include PSH, Housing Only and Housing with Services.

**Regional Long Term Rent Assistance (RLRA):** Provides a flexible and continued rent subsidy that will significantly expand access to housing for households with extremely and very low incomes across the region. RLRA subsidies will be available for as long as the household needs and remains eligible for the subsidy, with no pre-determined end date. Tenant-based RLRA subsidies will leverage existing private market and regulated housing, maximizing tenant choice, while project-based RLRA subsidies will increase the availability of units in new housing developments. RLRA program service partners will cover payments of move-in costs and provide supportive services as needed to ensure housing stability. A Regional Landlord Guarantee will cover potential damages to increase participation and mitigate risks for participating landlords.

**Shelter:** Overnight Emergency Shelter that consists of congregate shelter beds PLUS non/semi-congregate units. Shelter definition also includes Local Alternative Shelters that have flexibility around limited amenities compared to HUD defined overnight shelters.

**Day Shelter:** Provides indoor shelter during daytime hours, generally between 5am and 8pm. Day shelters primarily serve households experiencing homelessness. The facilities help connect people to a wide range of resources and services daily. Including on-site support services such as restrooms, showers, laundry, mail service, haircuts, clothing, nutrition resources, lockers, ID support, etc.

**Outreach:** Activities that are designed to meet the immediate needs of people experiencing homelessness in unsheltered locations by connecting them with emergency shelter, housing, or critical services, and providing them with urgent, non-facility-based care. *Metro is using the HUD ESG Street Outreach model. The initial contact should not be focused on data. Outreach workers collect and enter data as the client relationship evolves. Thus, data quality expectations for street outreach projects are limited to clients with a date of engagement.*

**Outreach Date of Engagement “Engaged”:** the date an individual becomes engaged in the development of a plan to address their situation.

**Population A:** Extremely low-income; AND have one or more disabling conditions; AND are experiencing or at imminent risk\* of experiencing long-term or frequent episodes of literal homelessness.

**Imminent Risk:** Head of household who is at imminent risk of long-term homelessness within 14 days of the date of application for homeless assistance and/or has received an eviction. The head of household will still need to have a prior history of experiencing long-term homelessness or frequent episodes of literal homelessness.

**Population B:** Experiencing homelessness; OR have a substantial risk\* of experiencing homelessness.

**Substantial risk:** A circumstance that exists if a household is very low income and extremely rent burdened, or any other circumstance that would make it more likely than not that without supportive housing services the household will become literally homeless or involuntarily doubled-up.

*The following list are HUD HMIS approved Project Types. Metro recognizes SHS programs do not align with these project types exactly, and value that flexibility. However, to ensure the interpretations and findings are based upon correct interpretations of the data in quarterly reports and HMIS reports, we will reference these Project Types by the exact HUD name.*

*Here are the HUD Standards if needed, <https://files.hudexchange.info/resources/documents/HMIS-Data-Standards-Manual-2024.pdf>*

**Permanent Supportive Housing, “PH - Permanent Supportive Housing (disability required for entry)”:** A long-term intervention intended to serve the most vulnerable populations in need of housing and supportive services to attribute to their housing success, which can include PBV and TBV programs or properties. Provides housing to assist people experiencing homelessness with a disability (individuals with disabilities or families in which one adult or child has a disability) to live independently.

**Housing with Services, “PH - Housing with Services (no disability required for entry)”:**

A project that offers permanent housing and supportive services to assist people experiencing homelessness to live independently but does not limit eligibility to individuals with disabilities or families in which one adult or child has a disability.

**Housing Only, “PH - Housing Only”:**

A project that offers permanent housing for people experiencing homelessness but does not make supportive services available as part of the project. May include Recovery Oriented Transitional Housing, or any other type of housing, not associated with PSH/RRH, that does include supportive services.

**Rapid Re-Housing, "PH - Rapid Re-Housing" (Services Only and Housing with or without services):**

A permanent housing project that provides housing relocation and stabilization services and/or short and/or medium-term rental assistance as necessary to help an individual or family experiencing homelessness move as quickly as possible into permanent housing and achieve stability in that housing.

**Prevention, "Homelessness prevention":**

A project that offers services and/or financial assistance necessary to prevent an individual or family from moving into an emergency shelter or living in a public or private place not meant for human habitation. Component services and assistance generally consist of short-term and medium-term tenant-based or project-based rental assistance and rental arrears. Additional circumstances include rental application fees, security deposits, advance payment of last month's rent, utility deposits and payments, moving costs, housing search and placement, housing stability case management, mediation, legal services, and credit repair. This term differs from retention in that it designed to assist nonsubsidized market rate landlord run units.



Metro

600 NE Grand Ave.  
Portland, OR 97232-2736  
oregonmetro.gov

Agenda #: 4.1

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**File #:** COM 26-1099

**Agenda Date:**5/13/2026

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**April Minutes Approval / By-Laws Approval**

Rahi Reddy (she/her), Estolano Advisors

# Meeting Minutes

Meeting: Supportive Housing Services Regional Policy and Oversight Committee  
Date/time: Wednesday, April 15, 2026 | 3 p.m. to 6 p.m.  
Place: Virtual meeting (Zoom)  
Purpose: Overview of committee role and bylaws; Supportive Housing Services (SHS) reforms; and discussion of key performance indicators and key environmental indicators

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## Members Present

Juan Carlos González (he/him/él) (Chair), Metro Council  
Christine Lewis (she/her), Metro Council  
Duncan Hwang (he/him), Metro Council  
Keith Wilson (he/him), City of Portland  
Ben West, Clackamas County Board of Commissioners  
Shannon Singleton (she/her), Multnomah County Board of Commissioners  
Jerry Willey (he/him), Washington County Board of Commissioners  
Joe Buck (he/him), City of Lake Oswego, Cities of Clackamas County  
Adam Brown (he/him), Multnomah County District Attorney's Office  
Angela Martin (she/her), Here Together  
Brigitte Rodríguez (she/her/ella), El Programa Hispano Católica  
Peter Rosenblatt (he/him), NW Housing Alternatives  
Sahaan McKelvey (he/him), Coalition of Communities of Color  
Zoila Coppiano (she/ella), Community Action  
Andrew Wilson (he/him), Tri-Met  
Gretchen Kent (she/her), Autzen Foundation  
Margarat Salazar (she/her), Reach CDC  
Mike Savara (he/him), OHCS

## Members Excused

Beach Pace, City of Hillsboro, Cities of Washington County  
Travis Stovall, City of Gresham, Cities of Multnomah County  
Andrew Rowe (he/him/el), Portland Metro Chamber  
Mindy Stadtlander, Health Share of Oregon

## **Metro Staff**

Liam Frost (he/him), Housing Director

Yesenia Delgado (she/her), SHS Division Director

Punneh Abdolhosseini (she/her), SHS Policy Manager

Cole Merkel (he/him), SHS Regional Capacity Manager

## **Facilitation Team**

Raahi Reddi (she/her), Facilitator, Estolano Advisors

Ellen Bini (she/her), Estolano Advisors

Note: The meeting was recorded via Zoom. Please review the recording and archived meeting packet for additional detail and presentation slides.

## **Summary of Recommendations for Metro Council Consideration**

None at this time.

## **Summary of Meeting Decisions**

None at this time.

## 1. Call to Order, Declaration of a Quorum & Introductions

Supportive Housing Services Regional Policy and Oversight Committee (SHS RPOC) Chair Juan Carlos González, Metro Councilor, called the meeting to order at 3:05pm. Chair González called the roll and declared a quorum.

Chair González provided opening remarks, thanking committee members for participating on the new committee and thanked the people who previously served on the three previous committees: Metro Council President's Work Group, Tri County Planning Body, and Supportive Housing Services Regional Oversight Committee. He emphasized that this meeting was the first of many times that the committee will come together to build, evolve, perfect and protect the system which is the first of its kind. Councilor González concluded by asking for the committee to participate in-person as much as possible to build relationships, hold one another accountable and work through hard issues.

Liam Frost, Metro, briefly explained the role of Metro housing department to the committee, reiterating that Metro is in a funder role; its role includes reviewing county spending, monitoring counties to ensure compliance, reporting back, and building the connective tissue between all constituent partners. He asked that the committee provide feedback in this meeting space and affirmed the housing staff members were there to answer those questions to the best of their ability.

Raahi Reddi, Estolano Advisors, introduced herself and her colleague, Ellen Bini, and welcomed folks into the meeting. She went over general meeting safety, emergency exit locations and who to call in case of a medical emergency. She then went over Zoom best practices.

Raahi reviewed the meeting norms with the committee, asking that everyone agrees to the following seven agreements until we can do further work on community agreements:

1. Be present
2. One voice at a time
3. Be concise
4. Respect differing views
5. Public meeting space
6. Step up and step back
7. Take care of yourself

Once Raahi reviewed the meeting norms, she asked each member of the committee to introduce themselves along with their pronouns and organization/affiliation. Once everyone finished, Raahi transitioned the group into an overview of the agenda. The agenda included reviewing the bylaws and roles and responsibilities of the committee, an overview of

the supportive housing services reforms, and discussion of key performance indicators (KPIs) and key environmental indicators (KEIs).

## 2. Information/Discussion Items

### 2.1 Overview of Committee Role and By-Laws

Raahi Reddi, Estolano Advisors, queued up the Mentimeter activity around the committee goals for the short term and long term. She shared that there would be three questions that would be presented and then discussed.

The three questions presented were the following:

1. What would you envision as success for this committee in 6 months?
2. What would you envision as success for this committee in 12 months?
3. How do you define regionalism?

Raahi summarized that for the six-month and yearlong goals, the committee expressed a shared goal of creating a unified framework and increasing public trust by establishing and implementing KPIs. She shared that there would be a deeper dive in May around how the committee will operationalize and decide on how to work together across the region.

Please reference the May 13 meeting packet, section 4.15.26, for all Mentimeter results.

#### Discussion and Q&A

- Comment: Mike Savara, Oregon Housing and Community Services, stated that if the committee were sunset after a year, he would like to see that there were at least a couple of policies that were implemented, and that committee work was completed. Additionally, he recommended a shared comfort in disagreement: different constituents represent different perspectives; learning how to disagree well is key to successfully working together.
- Comment: Peter Rosenblatt, Northwest Housing Alternatives, stated that discussions of “regionalism” sound “ethereal” -- there is no shared definition across the counties. He recommended the committee and Metro agree on what regionalism means.
- Comment: Commissioner Shannon Singleton, Multnomah County, stated that her hope is that the committee centers people and creates a system that is easy to navigate no matter where people access housing resources.
- Comment: Commissioner Ben West, Clackamas County, stated that while he agrees with Commissioner Singleton, the committee cannot forget about taxpayers and small business owners when discussing unification. He advocated that not including their stories and voices risks losing their support.

- Comment: Andrew Wilson, TriMet, stated that TriMet is truly regional: they operate within the tri-county metropolitan district of Oregon and that metrics for success are all different per region, county, etc. He advocated for a healthy regional system to move folks between districts, shared success stories and a need for a ‘true north’ to dedicate resources effectively.
- Comment: Chair González, Metro Councilor, stated that he saw themes for both the six-month and yearlong goals for the committee. For the six-month goal, the committee desires tell people about work happening now, as well as regional alignment. For the yearlong goal, the committee showed a theme around rebuilding public trust. He stated that the word that popped up the most about regionalism was “shared.” He also noted that he felt the urgency around being able to tell voters “what exactly the plan is” and how things are going to get better.

Yesenia Delgado, Metro, thanks members for their participation and transitioned the conversation to committee roles and responsibilities and bylaws. She gave the committee an overview of the Metro code and ordinance, including the different roles and responsibilities for the chair, facilitator, and Metro staff, and meeting logistics. She stated that the Metro attorney, Shane Abma, was on deck to answer any questions around the bylaws that may come up. She reaffirmed that Metro staff are here to support the committee and ensure that the committee is successful.

Cole Merkel, Metro, explained that the committee was a public body, and because of that, must follow public meeting laws and regulations; the committee is an advisory body to the Metro Council; and Metro Code will always supersede bylaws and will outline key aspects like committee membership. He described the committee makeup and shared that elected officials were appointed by their jurisdictions or their peers, and several voting members were appointed by the Metro Council President and represent coalitions, and housing and homeless service experts. He then reminded the committee that there are four non-voting members: Oregon Housing and Community Services (OHCS), TriMet, appointed by Governor Kotek and the TriMet Board, respectively, and a housing provider and a philanthropy seat, which were appointed through the same competitive application process as other committee members.

He reiterated the roles of the chair, the facilitator and the committee members, stating that the Chair will also be an appointed Metro Councilor, with their role supporting the agenda and giving guidance. For the committee members, all have the role of engaging in discussion, deliberation, and voting process, while the facilitators have the role of fostering an inclusive and supportive environment while managing timekeeping, upholding community agreements and facilitation.

He then went over meeting logistics, where he stated that a quorum requires a majority of the voting members. He shared that elected officials are permitted alternates if they are unable to attend. The alternate plays a liaison role but can vote in the absence of the elected. At this time, it means 10 of the 22 members, which may include elected alternates, are required for quorum. Quorum is necessary to conduct any committee business. He also reiterated the Chair's point around in-person meeting attendance is encouraged, but hybrid participation is available when needed.

### Q&A and Discussion

- Question: Peter Rosenblatt, asked whether quorum is always based on the 18 or is the quorum based on those who are present.
  - Metro Response: Yesenia Delgado responded and affirmed that the number is based off the 18 for quorum.
- Question: Angela Martin, Here Together, asked why do the electeds have an alternate, but the other voting members do not? Can voting only happen via Zoom or in-person? Is there proxy or secret voting?
  - Metro Response: Yesenia, responded that given the scheduling around electeds, this is a starting place for us to assess. In addition, Metro Council adopted direction to reassess the committee after one year, and the committee would provide feedback on the process as the committee continues. There is no proxy or secret voting; all voting must happen in-person or over Zoom on public record.
- Question: Commissioner West asked how the alternate can be appointed? He wondered if it would be an elected member or can it be someone else, and how to appoint someone else in the city on behalf of the mayors since that is a little different than the commissioners. He also asked if there would be public comments.
  - Metro Response: Yesenia responded that an alternate must be an elected to represent an elected and that all Counties had appointed alternates. She also stated that in the case of Cities representing Counties, alternates must be a mayor from a different jurisdiction.

Cole Merkel, Metro, stated that public comment is included on every meeting agenda and three unexcused absences requires Chair follow up. Subcommittees can be appointed by the committee if there is a need for one. The committee can appoint a limited duration subcommittee in compliance with Oregon public meeting laws. He then explained the voting method is a "3-2-1 system:" a "three vote" represents full support, a "two vote" is supportive but with some concerns, and a "one vote" represents a no vote. When a vote is called, a majority of the threes and twos approves the decision. Finally, Metro Council is expected to adopt the committee bylaws before the next meeting through a resolution.

Committee members can propose an amendment two ways:

1. A Metro councilor can propose an amendment to the bylaws
2. A committee member can propose a bylaw amendment 30 days in advance of a regular meeting. A two-thirds vote from the committee is required for the amendment to move forward for the Metro Council to adopt. This is consistent with Metro code and bylaws.

### Q&A and Discussion

- Comment: Commissioner Singleton clarified that she wanted to make sure that the committee is honoring commitments already made around regional data and HMIS with the regional investment fund (RIF). She advocated receiving items ahead of the meetings so they are adequately prepared for meetings where discussion may be pertinent. She also stated that she would like clarification around consensus versus unanimity votes and asked if the committee was to reach a consensus since that process is more intricate.
  - Metro response: Yesenia responded that Metro will send the committee meeting materials a week, or seven days, before a meeting. Yesenia confirmed that the committee will not use a consensus model for votes.
- Question: Angela asked if the alternates always count in the serial meeting laws?
  - Metro response: Shane Abma, Metro Attorney, responded that the legislature has adopted new public meeting laws that Governor Kotek is looking over currently. If the governor signed the legislation into law, public meeting laws - including what is considered a public meeting - may change significantly.
  - Raahi asked Shane to describe a serial meeting.
  - Shane responded that serial meetings are when one individual member of a public body speaks to other individual members of the same public body to reach a consensus or make a decision outside of a public meeting. It is also considered a public meeting once members hit a quorum in any communication method citing “replying all” to an email with all members of a public body. He reminded the committee that violations of public meeting laws can lead to personal liability on individual members, not the governing body.
- Question: Mayor Buck, City of Lake Oswego, shared that it would be helpful to understand who are voting and non-voting members, and what member seat each person holds. He also asked how the committee will evaluate the KPIs if it is not within the bylaws. He then recommended the committee added evaluating KPIs to the bylaws.
  - Raahi suggested that Metro staff create a roster or spreadsheet to share with the committee to show who is a voting member, non-voting member, and be clear on the representation on the committee.
  - *Note: Metro provided a printed committee roster to members during the meeting break; the roster was also added to public meeting materials.*

- Metro response: Yesenia responded that evaluating KPIs is part of the committee's oversight role as directed by Metro Council. She stated that Metro can clarify that further if it's not clear enough to the committee.
- Question: Mayor Wilson, City of Portland, asked if the voting members are malleable. He noted that service provider seats may be a conflict of interest. He stated that elected officials are accountable to the voters.
  - Metro response: Yesenia responded that at this time, the committee cannot change the membership of the committee due to Metro code.
  - Acting Council President Hwang, Metro, responded that the Metro Council will revisit the committee membership in May 2028, or two years after the committee launch, as directed by Resolution No. 26-5597 adopted by Metro Council on March 12, 2026.
  - Chair González responded that Metro Council valued diverse representation and expertise from the homeless services system.
- Question: Peter stated that in Article 4 of the bylaws it talks about a chair and vice chair. He asked how the committee was going to appoint the vice chair.
  - Metro response: Chair González responded that with the resignation of President Peterson, Metro Council had to make some shuffles. The Council still plans to appoint a vice chair.
- Comment: Commissioner West stated that he shares the same concerns as Mayor Wilson. He advocated for the bylaws not to overstep the Clackamas County Housing Authority decision-making power. He also advocated to ensure the committee stays accountable to , Local Implementation Plans passed and approved, and that he would like to see the cities and counties keep policy-making ability.
  - Metro response: Chair González responded that the bylaws are for the committee only with the goal of thinking regionally, but they do not encroach on jurisdictions' independent authority. He reiterated that Metro is the collector of the tax that is ultimately accountable to the voters.
  - Councilor Lewis, Metro, stated that there is real conflict of interest and there is perceived conflict of interest. She asked Mayor Wilson if he believes there is a real conflict of interest by four housing services experts in the room?
  - Mayor Wilson responded that there is a real conflict of interest if folks cannot separate their job that may be funded by SHS dollars. He advocated the committee focuses on outcomes and not the distribution of funds.
  - Councilor Lewis responded that everyone who is coming to the table is embedded within the system, and that organizations are far larger and more sophisticated at their fiscal management. She stated that she believed it would to build community trust without service providers at the table. Recent public management best practices show that including folks who are participating in the system is essential to implementing real-time changes. in She stated that she felt the committee was in the right place in terms of balance and that "perceived conflict of interest" is something that could be discussion,

but not at length at every meeting. She stated that the committee should establish what people are coming with and move forward.

- Mayor Wilson commented that he also believes that the committee needs expertise and that his note was around the numbers since housing providers have the most members at the table compared to other perspectives.
- Chair González responded that he felt that the conversation was important and decided to extend this portion of the meeting.
- Commissioner Singleton echoed agreements around perceived and real conflict of interest. She stated that one thing she would like to ask was how there is a call to vote, and if it only comes from the chair or if a member can call it as well.
- Yesenia responded that because there are no calls to vote at this time, Metro staff are working on guidance for the committee, however the committee is not currently following the Robert Rules of Order and shared that there will be a presentation in May meeting.
- Sahaan McKelvey, Coalition of Communities of Color, stated that this conversation around conflict of interest has already occurred several times. He stated that he would like to come to this committee with authenticity and that the committee needs to be able to trust each other in this space and believe the members are all in the space for the good of the public. He further advocated that members of the committee can't just be here for the members' specific population, constituents, coalition, etc. He stated the committee's shared goal is to be in the space for the collective region. He shared that if the committee does not align then it cannot get to where the region needs to go.
- Angela noted her agreement with Sahaan's statements.
- Zoila Coppiano, Community Action, responded that it was a fair concern to raise the conflict of interest. She reiterated the value of service provider participation to bring operational insight into complex decisions. She stated that navigating perspectives on policies and funding won't be easy, and asked the committee to value the service provider and their institutional knowledge.

## 2.2 SHS Reforms Overview

Raahi transitioned the committee to discuss the SHS reforms.

Liam Frost, Metro, stated that the first business meeting is a mix of continuous onboarding and a regular meeting. He stated that Metro staff created binders as a reference tool. He shared the intention was so that Metro staff were not talking as much at the committee and there could be more space to have rich and robust debate. He teed up the rest of the conversation saying that this work is like a baton passed on from the Supportive Housing Services Oversight Committee and Tri-County Planning Body, and also Metro Council. He briefly went over the agenda for the next half of the meeting and then began ground setting the conversation. He stated that the

region is in a very different place than it was in 2019. He stated that with COVID-19, an increase in substance use and mental health issues, and now a hyper localized recession, the 2020 work plan goals are not relevant or responsive to the current climate.

He shared that over the last two years, Metro Council has heard from several regional stakeholders and identified consistent themes for reform areas that Metro staff could consider and implement. He shared that the committee was one of the first reforms in streamlining oversight and the governance model. He stated that the proposed work plan and reforms came from the work of Marisa Madrigal, Metro COO, and the stakeholder advisory group when they were reviewing the Metro housing bond. The group's feedback spurred the COO's recommendation in summer 2024. He said that the committee could find this reference in section 16 of the binders. He shared that the guiding principles were to strengthen the homelessness service system to be more responsive and efficient and to simplify and eliminate confusion regionally. He noted that he spoke mainly around systems because to make a lasting change there needs to be an efficient system to serve them well. He then passed the next half of the presentation to Yesenia Delgado.

Yesenia summarized the different reforms that were passed in both December 2025 and March 2026. She stated that these reform actions were intended to improve the regional system not only through streamlining oversight, but by accelerating coordination across the region and compelling the regional homeless service system that the committee is creating to have better and lasting outcomes for people experiencing homelessness. She stated that during this presentation she would be walking through how the committee role intersects with the reforms through deliverables and timelines at a high level.

The following are the reform areas that were shared via slides with the committee:

1. Governance
2. Regional investments
3. KPIs and goals
4. Data transparency
5. Standards
6. Continuous improvement
7. Funding framework
8. Regional accountability

Yesenia shared that the reform work is underway, reiterating the first goal, governance, is nearly complete.

For the second reform around regional investments, she stated that the Metro staff are currently working on establishing a new framework. She defined the Regional Investment Fund (RIF) as being designed to fund regional goals, strategies, and outcomes and that is intended to

build and strengthen a regional homeless system of care. She explained that at its core, these updated frameworks aim to identify ways to release yearly budget guidance on RIF investments in alignment with SHS requirements and streamline roles and responsibilities. She echoed the goal of developing and advancing the regional system by investing capacity and regional alignment to increase efficiency and the regional system. The goal is to bring the frameworks back to Metro Council in the coming months and operationalize them in the next fiscal year. Metro and county partners are working together on the frameworks and to identify current expenses.

For the third reform, Yesenia shared that Metro staff will launch a regional financial and programmatic data dashboard based off critical feedback, stating that it is crucial for Metro and SHS implementing partners to provide the region with accurate, accessible, and up-to-date information that centers around successes and challenges. She shared that this data dashboard builds off existing data so that the broader public can understand the impact of SHS alongside our other partners around the region. A few additional data points included are housing retention rates and more information on populations A and B. Metro staff hope to launch this tool by the end of the calendar year.

The fourth reform is to codify programmatic definitions and guidelines into administrative rules. This means ensuring that people experiencing homelessness can access the system, no matter where they are, and ensure that they have the same quality of care and needs met. She shared that not only does this reform look at the main programs that SHS funds, but also how services get prioritized and what the different moving components of the subsidies or the wraparound services look like for each of these.

Yesenia then shared a timeline and let the committee know that the county partners are currently engaged in workgroups to discuss administrative rules and that at this time, two are finalized: “permanent supportive housing” and “housing with services.” Work on “shelter,” “housing-only” programs, and “homeless prevention” is underway.

Yesenia shared that Metro Council adopted additional priorities for SHS RPOC in March 2026:

1. Continuous improvement framework and system capacity
2. Regional accountability and corrective action plan
3. Regional funding for performance and accountability

She explained that Metro staff are further unpacking and creating a framework to be clear on how regional accountability and corrective action planning would look like with key performance metrics. Metro staff aim to have that work done by December 2026. By May 2028, Metro Council directed staff to create a regional funding framework to look at allocation funding across the region based on need, performance, and accountability.

Acting Council President Hwang, Metro, addressed the feedback from elected officials earlier in the meeting. He shared that this committee was created with elected officials' and others feedback in mind. He explained that the Council's intention was to have all levels of expertise and engagement across the region at the table. He shared that part of this work was done in tandem with Here Together and the Portland Metro Chamber, and that he believed the reforms from December did not go far enough. He acknowledged that there are different levels of what elected and non-elected staff can work on, and felt Council passed the three other reforms to get at what it really takes to a regional system and to rebuild public trust in the measure.

### Q&A and Discussion

- Question: Commissioner Singleton, Multnomah County, asked for clarity on 'housing only' and advocated for use of nationally recognized definitions rather than local definition since they have evidence-based practices and models of fidelity that providers can or cannot meet. She stated that as a local system we should strive to meet national standards and align with them. She shared that she believes that intentional language is important so that there is no room for confusion.
  - Metro response, Yesenia thanked the Commissioner for her feedback and shared that "housing only" is a regional program type that only provides housing services, i.e. tapering off wraparound services. She shared an example of that if people were in a program both for rapid rehousing and rent subsidy, then no longer needed the wrap around services and only housing; this could be considered housing-only. She stated that because SHS is a flexible funding source; and agreed there is a need to identify a regional term for what we call those.

Raahi called break at 4:41pm.

### 2.3 SHS Reforms Overview: KEI's KPI's and Goals

Yesenia Delgado, Metro and Liam Frost, Metro began the presentation on the draft endorsed KPIs and KEIs. Yesenia reminded the committee that the 5-year goals are intended to build upon progress that has been made with SHS and ensure the system is efficient and responsive in creating better outcomes for people served. She stated that updating KPIs, goals, and adding new KEIs will help strengthen accountability, accessibility, and foster a more aligned and coordinated regional system that adapts effectively to changing conditions.

Chair Juan Carlos González, Metro, paused the conversation to reiterate the importance of the conversation, stating that SHS has already met the goals of connecting 5,000 homeless households with permanent supportive housing and stabilizing 10,000 households at risk or experiencing homelessness. He stated that the fact these goals have been met is where tension may lie with the measure because what was initially promised was delivered. He shared that at

this stage the initial benchmarks are outdated and that it is the goal of the committee to set the new benchmarks that land with the current reality.

Yesenia echoed that at this time the SHS measure has stabilized over 20,000 households, which speaks to the Chair's point of meeting and surpassing old benchmarks. She referenced the slide deck around the number of shelter units that have been created with SHS are not associated with a goal, but that SHS RPOC is anticipated to track progress.

### Q&A and Discussion

- Question, Margaret Salazar, Reach CDC, asked if there is a regional metric for retention of people placed in housing and how many PSH units have been created with the long-term rent assistance vouchers?
  - Metro response, Yesenia responded that on a high level, yes, Metro collects that data on an annual basis, around October. The committee will review this as a part of drafting the regional report for the previous year.
- Comment: Commissioner Ben West, Clackamas County, stated that in the Tri-County area homelessness jumped by 61%. Multnomah County alone saw a 67% rise. He advocated that there should be a slide addressing the concerns of residents in the Portland Metro area. He shared that he is a champion of the SHS measure and hopes that the committee considers its tone as these topics are discussed.

Liam transitioned into KPIs and shared that he will use the word "our," meaning the entire homeless services safety net that includes jurisdictions. He stated that there would be no vote today, and that a lot of work has gone into drafting the proposed KPIs and KEIs that were endorsed by Metro Council. He stated that these drafts were endorsed to give the committee a chance to review and give feedback on the goals as the committee moves forward.

He went on to share the key performance indicators that are critical metrics that are most appropriate for the committee to look at and measure the health of the system. Metro had to rethink what it looks like at a regional level and how to respond at a local level to local needs.

The following are the draft endorsed KPIs:

1. Eviction preventions
2. Shelter
3. Housing placements
4. Housing retention rates
5. Regional coordination and alignment

He shared that for regional coordination and alignment Metro staff are wanting to hear from the committee. He then transitioned into sharing more about the key environmental indicators

(KEIs) stating that they have a large impact on how the system can respond and how fast people enter homelessness due to these factors. He acknowledged that these KEIs will evolve over time with the committee's input.

The following are the draft endorsed KEIs:

1. Total number of evictions
2. Total number of people and/or households experiencing homelessness
3. Median length of time experiencing homelessness by self-report
4. Vacancy rates
5. Median rents
6. Construction rates
7. Median income
8. Housing burden
9. Number of people and/or households experiencing homelessness with specialized needs

He then stated that following these draft endorsed KPIs and KEIs, there are high level broad categories for new goals that are focused on making the system more efficient. He thanked the previous Metro Council President Lynn Peterson on her work with the President's Work Group that brought people together to create a regional goal or "north star." He acknowledged that at this time there was not one, however, there are very practical system-focused goals. These goals are focused on reducing the time people are experiencing homelessness, time spent in shelter, and then permanent housing. The final goal he stated was intentionally pulled out in response to the shifting federal landscape and unpredictability of executive orders.

The following are the high level broad five-year (2026-2030) endorsed draft goals:

1. Reduce the length of time people experience homelessness
2. Increase efficiency and effectiveness in housing placements and service connections
3. Ensure housing stability and retention for people placed in housing
4. \*Interim (18 months): No net loss amid shifting federal and state funding and policy landscape

Raahi Reddi, Estolano Advisors, transitioned the committee into a discussion with guided questions around what data the committee would need to move toward the recommendations, how would the committee like to receive this data, and what format or tools are most helpful in receiving that data.

#### Discussion questions

1. What additional information is needed to recommend new KPIs, KEIs and goals?

## Q&A and Discussion

- Question: Peter Rosenblatt, Northwest Housing Alternatives, stated that a KEI he felt was missing is the broader system. He stated that the system not only needs SHS but, U.S. Housing and Urban Development (HUD) Oregon Health Authority (OHA), and other funding sources. He hopes the committee can talk about a comprehensive system to end homelessness, because while SHS is a huge part, it is not the only component. He advocated that the community is looking for a regional system.
  - Chair González, Metro, asked a clarifying question. He wondered if the ask was for the committee to talk about the broader braiding of funding or if this was a call to action for the committee to create an advocacy agenda for conversations with other funding sources.
  - Peter responded that he believes it is both. He advocated that providers need to understand the broader braiding of funding and how to access other funding outside of SHS and once that happens it can lead to the advocacy piece.
  - Commissioner West advocated for the importance of including transitional housing within the goals. He stated that this is an important step in the system before placing people into traditional housing.
  - Metro Response: Yesenia responded that under some of the sections regarding the KEIs and KPIs, Metro staff intends to add examples of what is measured. She stated that because of comments shared during the President's Work Group, there is a plan to add transitional housing as a KPI.
- Comment: Margaret Salazar, Reach CDC stated that she saw a need for more eviction prevention goals. She explained that the committee needs to understand what they are trying to accomplish with eviction prevention and how to intervene using a measurable goal. She further shared that when looking at environmental indicators, we need to look at number of evictions in our communities and from what types of housing and review demographics. She stated that she sees a lot about single adults rather than families, youth, etc. and advocated the need for a separate process for capturing data on family homelessness. She continued that it shows up differently and stressed the need to collect this information to understand those trends.
- Margaret also advocated for the need call out racial equity goals. She then moved on to retention rates and suggested to study people who are placed in market rate housing, affordable housing, and permanent supportive housing. She stated that the goal around median length of time by self-report, the words "self-report" stuck out. She explained that the community is expecting providers to track who is receiving resources in the system and that providers can track the time they are experiencing homelessness from the time they

come seeking services. She challenged the committee to balance customer service in the system and centering the voices of people receiving services.

- Question: Angela Martin, Here Together, responded that it would be helpful to have a list of the KPIs and KEIs that are tracked at the city and county levels to see where there may be some alignment. She shared that she would like to see measurements or goals being a population level change, i.e. a less than now goal that is clear for the public.
  - Metro response, Liam Frost responded that this committee will discuss more about what staff proposed on the goals. Metro staff intend to make every effort to improve system efficiency by reducing the number of folks experiencing homelessness. He responded to the advocacy for more demographics and shared that Metro staff plan to track demographics for each category shared. He explained that the 2020 SHS workplan was passed with a strong racial equity lens with aggressive metrics included and agreed that the slides should have reflected the values of the measure's commitment to racial equity. He appreciated the comments and suggestions around breaking down housing types for housing evictions and retentions. He stated that Metro staff will track this data.
- Question: Mike Savara, Oregon Housing and Community Services, stated that he would like more details. He stated that he would like to be able to see where the system performance is now and then what the goal is as a region that we want to reach. He advocated that there needs to be a system for tracking and enforcing fair housing laws which aligns with previously stated values around racial equity.
  - Liam confirmed that Metro is in partnership with Fair Housing Council of Oregon and sponsored a fair housing symposium. He agreed that KPIs without a clear goal is just monitoring numbers. He stated that the committee and Metro need to work together to develop thresholds by which those KPIs are judged.
- Comment: Sahaan McKelvey, Coalition of Communities of Color, shared that he also would like to see resource mapping for the entire system. He explained that it is hard to know what to prioritize unless we know what is happening with city and state dollars. He advocated that the committee should be realistic about where we are and that there is a difference between times are tough and the economic realities are what they are. He expressed appreciation for the county presentations during the onboarding sessions, and implored that even though we are doing good work as a system, we could do more. He stated that the KEIs we have control over is the ability to partner together collaboratively. He advocated for everyone on the committee to get comfortable with having difficult conversations, holding each other accountable, and supporting one another by being realistic. He stated that the committee need to commit to each other to shift the narrative and hold the value of the entire region succeeding.

- Question: Mayor Joe Buck, City of Lake Oswego, asked where the slides of the draft KEIs, KPIs and goals could be found in the materials shared.
  - Metro Response: Yesenia clarified that the materials were in the meeting packet under the Metro SHS reforms work plan along with a resolution.
- Comment: Mayor Buck went on to express concern around being able to share this vision with voters and that there are things missing. He advocated that the committee needed to dial into what matters to the folks that are being served and the general population. He stated that the population A and B definitions seems very similar and subjective. He further explained that the current data doesn't show who we are serving and serving well, what our challenges and roadblocks are, and where to direct our RIF dollars. He shared that it would be helpful to have some best practice KPIs, data collection practices and dashboards from other jurisdictions in the nation. He also shared he thought it would be helpful to have KPIs related to quality of life and/or economic development. He asked if this committee could get data back on polling and outreach that happened during the Presidents Work Group.
- Comment: Liam expressed wanting to give context to some of the KPIs that were shared. He stated that under shelter, there are people exiting housing and under housing placement, there are housing retention rates. He stated that if we are setting a threshold and not meeting those goals, the committee then asks what's happening with those populations we are not servicing and how can we meet that need. He advocated for the committee to be asking the big 'why' questions like why the interventions are not working for specific populations. He explained that Metro staff oversee pulling data together from a programmatic standpoint. He also shared that the communications team would be coming at a later date to share how staff translate and share that information out to the public. He shared that success for housing homeless people can often feel invisible because you see numbers, not the people.
- Comment: Mayor Wilson, City of Portland, stated that the committee needs to redefine why we are here and where we are going. He suggested moving away from language like population A and B and to more plain terms like sheltered, unsheltered or homeless. He advocated for a clear mission and what is being measured so that the committee can see what is working well or not and adjust.
- Comment: Angela suggested that a KPIs to add would be the health of the system. She stated that all of the KPIs now are focused on outputs. She wondered what the committee can understand from the healthcare and HMIS (data) overlay? She agreed with the idea of moving away from current housing status and thinking of services that a group of people need to achieve rather than the population A/B

Liam stated that Metro staff would like feedback on the last two questions even though the committee was not able to discuss them today.

Raahi Reddi, Estolano Advisors, suggested that Metro staff put together a mini survey for folks to respond to the last two questions.

1. How would the committee like to receive data as you're working to advance this reform?
2. What format and tools are most helpful for receiving information?

### **3. Committee Member Communication & Next Steps**

Next steps include:

- Next meeting: Wednesday, May 13, 2026 | 3-6 p.m.

### **4. Public Communication on Agenda Items**

No public comment was received.

### **5. Adjourn**

The meeting adjourned at 5:56 p.m.

Respectfully Submitted,

Finnegan Budd

Housing Department Program Assistant