

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

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Wednesday, August 12, 2026

3:00 PM

Metro Regional Center Council Chambers,  
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**

**2. Consent Agenda**

2.1 2026-07-08 Meeting Minutes

[COM](#)  
[26-1151](#)

Attachments: [2026-07-08 RPOC meeting minutes](#)

**3. SHS Director Updates**

3.1 Committee Feedback Log

[COM](#)  
[26-1157](#)

Presenter(s): Liam Frost (he/him), Metro

Attachments: [Committee feedback log](#)

3.2 SHS tax collection report

[COM](#)  
[26-1158](#)

Presenter(s): Liam Frost (he/him), Metro

Attachments: [Cover Letter SHS tax collection report](#)  
[Tax Collection and Disbursement Update](#)

**4. Information/Discussion items**

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- 4.1 SHS Reforms: Finalize KEIs, KPIs, and goals [COM](#)  
[26-1152](#)
- Presenter(s): Yesenia Delgado (she/her), Metro
- Attachments: [SHS reform: KEIs, KPIs and goals cover letter](#)  
[Goals, KPI and KEI Reference Guide](#)  
[Regional Coordination & Alignment Brief](#)  
[HereTogether Coalition recommendations for KPIs and KEIs](#)  
[Metro Mayors' Consortium RPOC Proposal](#)  
[Commissioner West RPOC Proposal](#)
- 4.2 TAC Audit presentation [COM](#)  
[26-1153](#)
- Presenter(s): Rachel Post, Technical Assistance Collaborative  
Janice Miller, Technical Assistance Collaborative  
Maseta Dorley, Technical Assistance Collaborative
- Attachments: [Packet Cover Letter SHS systems analysis-Evaluation and findings](#)  
[Metro SHS Report](#)

## **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**

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ១ សំណុំគំរោងអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានការបណ្តឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។

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ថ្ងៃច័ន្ទៗ) ប្រាំពីរថ្ងៃ

ថ្ងៃច្រើន មុនថ្ងៃប្រជុំដើម្បីអាចឱ្យគេបកប្រែសម្រាប់លោកអ្នក។

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January 2021



Metro

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

Agenda #: 2.1

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**File #:** COM 26-1151

**Agenda Date:** 8/12/2026

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**Meeting Minutes**



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

# Meeting Minutes

Meeting: Supportive Housing Services Regional Policy and Oversight Committee  
Date/time: Wednesday, July 8, 2026 | 3 to 6 p.m.  
Place: Hybrid meeting (Metro Council Chambers; Zoom)  
Purpose: Discuss progress and next steps on draft KPIs, KEIs, and goals; discuss Continuous Quality Improvement (CQI) framework research.

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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  
Travis Stovall, City of Gresham, Cities of Multnomah County  
Adam Brown (he/him), Multnomah County District Attorney's Office  
Andrew Rowe (he/him/el), Portland Metro Chamber  
Angela Martin (she/her), Here Together  
Brigitte Rodríguez (she/her/ella), El Programa Hispano Católica  
Mindy Stadtlander, Health Share of Oregon  
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 Community Development  
Mike Savara (he/him), Oregon Housing and Community Services

## Alternates Present

Lacey Beaty, Cities of Washington County

## **Members Excused**

Beach Pace, City of Hillsboro, Cities of Washington County

## **Metro Staff**

Liam Frost (he/him), Housing Director

Yesenia Delgado (she/her), SHS Division Director

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**

June meeting minutes approved unanimously.

## 1. Call to Order and Declaration of a Quorum

Supportive Housing Services Regional Policy and Oversight Committee (SHS RPOC) Chair Juan Carlos González, Metro Councilor, called the meeting to order at 3:01pm.

Chair González provided opening remarks. He stated that this was the committee's fourth full meeting and noted that committee members had provided useful feedback both during and between meetings. He emphasized that RPOC is not a typical oversight committee and described it as an "all hands on deck" body created to address uncertainty facing the region.

Chair González discussed the impacts of federal, state, and local funding reductions and stated that SHS remains a locally controlled funding source. He noted that thousands of people have been housed through SHS while acknowledging that homelessness continues to grow because need exceeds available resources.

Chair González announced that Metro staff will present options for subcommittees or work groups to Metro Council at the end of July. He shared that Metro Council approved creation of a new RPOC voting position representing American Indian, Alaska Native, tribal, and urban Indigenous communities experiencing homelessness.

Michael Garcia, Metro, called the roll and declared a quorum.

## 2. Consent Agenda

Chair González stated that there was one item on the Consent Agenda: July meeting minutes.

**Motion:** Peter Rosenblatt moved to approve the consent agenda, seconded by Mayor Joe Buck.

**Action:** The consent agenda was unanimously approved.

## 3. Staff Updates

Liam Frost, Metro, provided brief staff updates to the committee. He shared that Metro Housing staff will present options for RPOC subcommittees and/or separate advisory bodies to Metro Council on July 28, 2026. He announced that Metro Council recently adopted an ordinance adding one new voting member to RPOC representing American Indian, Alaska Native, tribal, and urban Indigenous communities experiencing homelessness. He explained that the ordinance will take effect after the required 90-day period and that Metro staff are working with Council staff and Tribal Affairs staff on targeted outreach and recruitment efforts.

- Question: Commissioner Jerry Willey asked whether specific subcommittees had already been identified.

- Liam Frost responded that no final decisions have been made. He stated that staff have discussed several concepts but will first seek Metro Council direction before determining the final structure.
- Question: Commissioner Shannon Singleton asked for additional information about the purpose of the proposed subcommittees and whether counties had been involved in the discussions.
  - Liam Frost explained that the intent is to help RPOC advance its work more efficiently. He stated that potential subcommittees could focus on topics such as oversight or Continuous Quality Improvement (CQI). He also noted that staff are considering alternative work group models given the scheduling demands on RPOC members. He added that a recommendation from the former Tri-County Planning Body called for a separate advisory body focused on employee recruitment, retention, and living wages. He stated that some future work groups may benefit from participation by frontline service providers and subject-matter experts rather than relying solely on RPOC membership.
  - Comment: Commissioner Singleton expressed concern about creating subcommittees without committee input and referenced the Joint Policy Advisory Committee on Transportation (JPACT) model, where technical committees help inform decision-making. She stated that she would like RPOC members to have opportunities to provide feedback on the development of any subcommittee structure.
  - Chair González responded that staff are considering factors such as available resources and staff capacity, the specific charge and purpose of any subcommittee or work group, meeting frequency and time commitments, the authority delegated by RPOC and expected products and reporting requirements. He stated that subcommittees would function as extensions of RPOC and could be used to advance work between the committee's monthly meetings. He affirmed that any future proposals would be developed in consultation with committee members.

## **4. Information/Discussion Items**

### **4.1 SHS reform: Key performance indicators, key environmental impacts and goals**

Liam Frost, Metro, and Yesenia Delgado, Metro, presented on the draft endorsed key performance indicators, key environmental impacts, and goals. Liam Frost reviewed the relationship between goals, KPIs and KEIs. He shared that metro staff will be incorporating committee feedback and return with a revised package in August. He shared that goals may evolve over time, but the KPIs are intended to remain stable. He also shared that the baseline data is currently being developed and will be available before performance reporting begins.

Yesenia Delgado provided a brief update on the quarterly performance reporting and shared that the regional public dashboard is anticipated to be ready by December 2026.

#### Discussion and Q&A

- Question: Angela Martin, HereTogether, asked whether Metro Council's vote following RPOC's recommendation would be an up-or-down vote or whether Metro Council could substantially amend the recommendations.
  - Chair González responded that he would not expect major changes that contradict the work of RPOC and that his expectation is that the committee's work moves forward substantially as developed.
- Question: Andrew Rowe, Portland Metro Chamber, asked whether Metro intends to provide a matrix showing how proposed regional KPIs align with existing county KPIs and whether committee members would receive information that shows areas of alignment and misalignment.
  - Liam Frost responded that Metro is committed to providing that information, but that it will take time because all counties have developed metrics and reporting systems differently. He also asked whether committee members felt they needed the matrix before voting.
- Comment: Andrew Rowe, Portland Metro Chamber, stated that in his view the matrix is necessary because it would be difficult to make a responsible decision without understanding alignment with county systems.
  - Yesenia Delgado responded that Metro and county staff have been working together for months to ensure the proposed framework is feasible and aligns with county systems. She stated the proposed package will already reflect county review and participation.
- Comment: Commissioner Singleton, Multnomah County, stated Multnomah County has been actively engaged in KPI development and that while not all metrics are identical, there is alignment between county and regional efforts.
- Question: Mayor Beaty, Cities of Washington County, asked for clarification regarding the "etc." category listed under KEI demographic groups and requested a complete list of populations being tracked.
  - Yesenia Delgado clarified current demographic categories and stated additional groups could be added.

- Question: Mayor Beaty, Cities of Washington County, also asked why veterans were not listed and requested they be added and how Metro would prevent double-counting among overlapping populations. Mayor Beaty stated veterans should be explicitly included.
  - Yesenia Delgado stated individuals can self-identify and Metro's regional data team works to minimize duplicate counting through data analysis.
- Question: Mayor Beaty, Cities of Washington County, questioned the process by which Metro-endorsed KPIs are reviewed by RPOC and expressed concern that longstanding mayoral proposals, including a livability measure, had not advanced.
  - Liam Frost reviewed the history of KPI development, the President's Work Group process, Metro Council endorsement, and RPOC's current review role.
- Comment: Mayor Beaty, Cities of Washington County, stated concern that a livability measure repeatedly supported by mayors had not been incorporated and questioned how committee members know what proposals have been excluded from consideration.
  - Chair González responded that he understood there was a proposal from the mayors that he had not seen yet that he looked forward to reviewing.
- Question: Peter Rosenblatt, Northwest Housing Alternatives, asked how baseline numbers would be established and whether goal measurements would be based on county performance data, aggregate regional data, or both.
  - Yesenia Delgado responded that baseline values are being developed using the previous 12 months of county SHS system performance data and will be compared to national and peer jurisdiction benchmarks.
- Comment: Peter Rosenblatt, Northwest Housing Alternatives, stated that many proposed measures already exist in provider contracts and questioned why they are being presented as new goals.
  - Liam Frost responded that while counties have historically tracked many of these measures, the proposed goals provide a regional framework and direction for the next five years.
  - Chair González stated that the new goals move beyond the original SHS voter-adopted goals by focusing on broader system performance and improvement.
- Comment: Commissioner Jerry Willey, Washington County, stated he was struggling to understand baseline measures and the relationship between goals and KPIs. He stated that some goals appear directly connected to KPIs while others do not and requested greater clarity regarding those relationships.
- Comment: Commissioner West, Clackamas County, expressed concern that the framework may be moving the goalposts from original promises made to voters. He also stated concern

about language suggesting homelessness itself is outside SHS control and questioned whether that reduces accountability.

- Liam Frost responded that SHS is intended to fund homeless services and cannot fully compensate for broader challenges such as economic conditions, behavioral health system deficiencies, or housing shortages.
- Comment: Commissioner West, Clackamas County, stated that reducing homelessness should remain the overarching objective and suggested state policy decisions should also be reflected among KEIs because they significantly affect system performance.
  - Liam Frost agreed state and federal actions should be considered for inclusion.
- Comment: Gretchen Kent, Autzen Foundation, stated she remains confused about how KPIs and KEIs work together and how success should be interpreted.
  - Liam Frost explained that KEIs provide context about external conditions, KPIs measure system performance, and RPOC's role is to use both sets of information to understand changes in performance over time.
- Question: Gretchen Kent, Autzen Foundation, asked how individuals entering the system but not receiving services are tracked.
  - Liam Frost explained that coordinated entry data includes information regarding individuals seeking services and whether they successfully connect to available resources.
- Comment: Commissioner Singleton, Multnomah County, requested that future materials more closely align with presentation slides. She shared concern that outcomes for individuals exiting transitional housing remain untracked in the framework and suggested returns to homelessness should be added as a KEI. She also discussed Multnomah County's review of permanent supportive housing fidelity and stated more information is needed about the quality and effectiveness of programs, not just outputs. She questioned how regional coordination and alignment will be measured under the proposed KPI structure.
- Comment: Margaret Salazar, Reach CDC, stated concern that eviction prevention may receive insufficient attention. She noted that 25% of SHS resources support prevention activities and suggested additional work is needed to determine how effectiveness of prevention programs should be measured, including retention, rent stability, and eviction outcomes.
- Comment: Councilor Hwang, Metro, stated concern about dashboard proliferation and questioned how members of the public will understand system performance across Metro, counties, cities, and housing agencies. He stated that some measures classified as KEIs for

Metro are KPIs for other organizations and asked how the region intends to present a coherent public narrative.

- Liam Frost responded that Metro intentionally focused on indicators most appropriate at the regional level and that communication of system performance will require additional work.
- Question: Mayor Buck, City of Lake Oswego, asked when committee members would see staff responses to feedback that has been submitted throughout the process.
  - Liam Frost stated staff will continue collecting comments through the following week and will provide the committee with a revised proposal before the August meeting.
- Question: Mayor Buck, City of Lake Oswego, questioned why committee members cannot directly advance proposals for committee consideration.
  - Liam Frost responded that RPOC was charged with reviewing and refining Metro Council-endorsed proposals rather than generating entirely new frameworks.
- Comment: Mayor Buck, City of Lake Oswego, presented a letter endorsed by the Metropolitan Mayors' Consortium recommending a regional outcome measure addressing unsheltered homelessness, a complementary measure focused on housing stability and prevention, and recognition of city contributions to homelessness response efforts.
  - Chair González stated he would review the proposal in more detail and requested it be distributed to all committee members.
- Comment: Commissioner Singleton, Multnomah County, expressed concern regarding side conversations and requested information be distributed uniformly to all committee members.
  - Chair González agreed and emphasized the importance of transparency and clear communication.
- Comment: Mindy Stadtlander, Health Share of Oregon, stated there was currently nothing in the package that would cause her to oppose it in August. She requested baseline data, budget information, and additional discussion regarding outcomes for populations with complex behavioral health needs. She stated the committee should not abdicate responsibility for broader homelessness outcomes even when those measures are categorized as KEIs.
- Comment: Angela Martin, HereTogether, expressed concern that proposals submitted by committee members and external stakeholders have not been deliberated by the committee itself. She requested the creation of a formal process allowing committee members to discuss submitted proposals before voting. She stated the current framework measures

outcomes but does not measure the health of the underlying system, including factors such as workforce retention and organizational capacity.

- Chair González acknowledged the concern and stated Metro would evaluate possible procedural changes.
- Comment: Sahan McKelvey, Coalition of Communities of Color, agreed that the multi-month process should more visibly demonstrate how committee feedback has influenced revisions. He stated that future drafts should show progression and incorporation of recommendations. He expressed concern that current measures do not capture individuals who unsuccessfully attempt to access service. He advocated for inclusion of qualitative user experience measures and mobility outcomes rather than focusing solely on housing retention.
- Comment: Zoila Coppiano, Community Action, stated she appreciated incorporation of feedback regarding prevention and demographics. She requested that dashboard reporting allow analysis by population group and warned against allowing averages to obscure disparities. She stated reporting should explain why goals are or are not achieved and help inform future policy decisions.
- Question: Commissioner Singleton, Multnomah County, sought clarification regarding whether housing retention measures would include both permanent supportive housing and rapid rehousing.
  - Yesenia Delgado confirmed both would ultimately be included.
- Comment: Commissioner Singleton, Multnomah County, also requested future discussions connecting housing production efforts with homelessness response planning

## 4.2 SHS reform: Continuous Quality Improvement (CQI) framework

Yesenia Delgado and Cole Merkel introduced the Continuous Quality Improvement (CQI) reform framework. Cole shared that the CQI as an ongoing, data-driven process for system improvement. He stated that existing CQI approaches including Lean, Six Sigma, Plan-Do-Study-Act, and other models. He shared examples from Hawaii and Raleigh, North Carolina. The plan is to continue researching, landscape analysis, stakeholder engagement, and eventual framework development for Metro Council consideration.

### Q&A and Discussion

- Comment: Andrew Rowe, Portland Metro Chamber, thanked Metro Council and staff for advancing CQI. He cited examples already occurring regionally, including the Psychiatric Hospital to Housing Pilot. He stated that successful CQI implementation depends more on adoption and management than selection of a specific framework. He also advocated for a

dedicated CQI work group, regional training and technical assistance, development of a regional center of excellence, and use of CQI as the implementation framework for broader system reforms.

- Comment: Commissioner West, Clackamas County, suggested CQI could help address public concerns regarding financial oversight, provider accountability, transparency, and stewardship of public funds. He stated efficiency, accountability, transparency, and responsible resource use should be guiding principles within CQI work.
- Comment: Zoila Coppiano, Community Action, stated CQI's value lies in the culture it creates. She emphasized the importance of continuous learning, collaboration, transparency, and using data to improve systems rather than merely evaluate them. She stated successful CQI requires understanding and participation at every level of an organization.
- Question: Mike Savara, Oregon Housing and Community Services, questioned whether the committee should focus on selecting frameworks or on identifying priority system challenges for CQI application. He encouraged Metro to focus efforts where counties and providers perceive real need and suggested future conversations focus on responsibilities, structure, and accountability.
- Comment: Angela Martin, HereTogether, stated the committee's role should focus on whether to invest in CQI and how pilot projects should be supported rather than deciding among technical methodologies. She suggested funding demonstration projects that test CQI approaches and allow local entities to propose solutions.
- Comment: Mayor Wilson, City of Portland, stated CQI is fundamentally about reducing waste and variation. He suggested the region should ensure goals are time-bound and measurable to avoid repeating issues associated with prior SHS goals.
- Comment: Mindy Stadtlander, Health Share of Oregon, encouraged Metro to focus on CQI tools rather than framework branding and suggested using CQI to reduce administrative burden and improve coordination across systems.
- Comment: Commissioner Singleton, Multnomah County, stated that Regional Long-term Rental Assistance (RLRA) may currently be the only truly regional system component and questioned whether the broader homelessness response system currently operates regionally. She also clarified that financial irregularities discussed earlier had been identified through county fiscal monitoring rather than whistleblowers and stated CQI should remain focused on improvement rather than financial investigations.
- Question: Mayor Buck, City of Lake Oswego, questioned whether CQI implementation is best addressed regionally or by counties individually and expressed concern regarding creation of an RPOC subcommittee dedicated to CQI.

- Comment: Commissioner Willey, Washington County, stated he did not yet understand how CQI fits alongside goals, KPIs, and KEIs and questioned how SHS-funded resources would support CQI activities.
- Comment: Sahan McKelvey, Coalition of Communities of Color, stated that regardless of the model selected, stakeholders must fully commit to implementation rather than adopt partial approach and cautioned against piecemeal adoption and stressed the importance of organizational commitment.
- Comment: Adam Brown, Multnomah County, suggested CQI should include a framework for evaluating the relative value of investments, determining whether programs achieve intended outcomes, and helping decision-makers discontinue ineffective investments.
- Comment: Mayor Beaty, Cities of Washington County, stated she has experience with CQI in healthcare settings but believes the committee needs more information regarding costs, funding sources, and implementation responsibilities before deciding how to proceed.

## 5. Public Communication on Agenda Items

No public comment was received.

## 6. Closing & Next Steps

Next steps include:

- Metro staff to create a matrix on how the proposed regional KPIs align with other county and city KPIs.
- Chair González committed to evaluating options for additional deliberation prior to the August vote.
- Next meeting: Wednesday, August 12, 2026 | 3 to 6 p.m.

## 7. Adjourn

The meeting adjourned at 5:53 p.m.

Respectfully Submitted,

Finnegan Budd

Housing Department Program Assistant



Metro

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

Agenda #: 3.1

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**File #:** COM 26-1157

**Agenda Date:** 8/12/2026

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**Committee Feedback Log**

Liam Frost (he/him), Metro

SHS Regional Policy and Oversight Committee - Feedback Log (all)

Revised 8/5/2026

| #  | Feedback                                                                                                                            | Who                                   | Date      | Status   | Response/Next Steps                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Topic                 |
|----|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1  | Formalize deadline and expectations for when Committee members will receive meeting packets                                         | Commissioner Shannon Singleton        | 4/15/2026 | Complete | Metro added "Metro staff will provide Committee members with the meeting packet at least seven days before each meeting." to Article XI of the Committee bylaws adopted by Metro Council on April 30, 2026.                                                                                                                                                                                                                                                                                                             | Administration        |
| 2  | Share more information on serial meetings with members                                                                              | Angela Martin                         | 4/15/2026 | Complete | Metro shared serial meeting information from the Oregon Government Ethics Commission with members in the April post-meeting email on April 23, 2026.                                                                                                                                                                                                                                                                                                                                                                    | Administration        |
| 3  | Provide clarity on voting procedures                                                                                                | Commissioner Shannon Singleton        | 4/15/2026 | Complete | Mero provided more information on the committee voting procedures at the May meeting on May 13, 2026.                                                                                                                                                                                                                                                                                                                                                                                                                   | Administration        |
| 4  | Add KEIs that reflect the broader homelessness system, including braided funding and how SHS intersects with other funding sources. | Peter Rosenblatt                      | 4/15/2026 | Complete | Metro agreed this is a common theme and is committed to making the relationship between SHS and the broader system easier to understand.                                                                                                                                                                                                                                                                                                                                                                                | Goals, KPIs, and KEIs |
| 5  | Consider measuring and/or advocating around funding gaps outside SHS.                                                               | Councilor Gonzalez / Peter Rosenblatt | 4/15/2026 | Pending  | Data on non-SHS funding for homeless services received by the Counties is reported to Metro through the Counties' annual reports. However, these reports are not fully comprehensive because service providers may also receive funding directly from non-SHS sources, including federal, state, and philanthropic funders. Currently, the Counties are not required to provide Metro with service provider-level funding data. Implementing this change would require a joint agreement between Metro and each County. | Oversight             |
| 6  | Include transitional housing as a distinct measure and recognize its role in stabilization.                                         | Commissioner Ben West                 | 4/15/2026 | Complete | Transitional housing is tracked in two KPIs, Exits to Housing and Exits to Positive Destination and measured in Goal 2a, "Increase percentage of households exiting shelter programs who achieve a positive destination."                                                                                                                                                                                                                                                                                               | Goals, KPIs, and KEIs |
| 8  | Strengthen eviction prevention goals with clearer outcomes and more environmental indicators.                                       | Margaret Salazar                      | 4/15/2026 | Complete | Eviction prevention is included as a KPI, Eviction Prevention Interventions and is disaggregated by populations served, race/ethnicity and other client characteristics. This includes all homelessness prevention services. "Total Number of Evictions" is also a KEI and measures the number of evictions in each county per year.                                                                                                                                                                                    | Goals, KPIs, and KEIs |
| 9  | Include family homelessness and racial equity measures.                                                                             | Margaret Salazar                      | 4/15/2026 | Complete | Families and race/ethnicity are measured in disaggregated "poluations served" data in all KPIs except Shelter Utilization Rates.                                                                                                                                                                                                                                                                                                                                                                                        | Goals, KPIs, and KEIs |
| 10 | Break housing retention out by market-rate, affordable housing, and PSH.                                                            | Margaret Salazar                      | 4/15/2026 | Complete | Metro tracks Permanent Supportive Housing types where possible. Retention is captured in Goal 3, "Ensure housing stability and retention for people placed in housing."                                                                                                                                                                                                                                                                                                                                                 | Goals, KPIs, and KEIs |
| 11 | Compare Metro KPIs with county and city KPIs to show alignment.                                                                     | Angela Martin                         | 4/15/2026 | Complete | Clackamas, Multnomah and Washington Counties use HUD-aligned system performance measures (SPMs). In addition, Multnomah County and the City of Portland's Homeless Response System developed additional KPIs, and Metro has worked to align KPIs and SPMs when applicable. Metro is completing crosswalk analysis of federal and county level KPIs and SPMs for the August 12, 2026, meeting.                                                                                                                           | Goals, KPIs, and KEIs |

|    |                                                                                                                 |                                             |           |             |                                                                                                                                                                                                                                         |                       |
|----|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------|-----------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 12 | Show current performance alongside proposed goals and benchmarks.                                               | Mike Savara                                 | 4/15/2026 | In Progress | Baseline data for current performance metrics expected by September 2026.                                                                                                                                                               | Goals, KPIs, and KEIs |
| 13 | Develop comprehensive regional resource mapping.                                                                | Sahaan McKelvey                             | 4/15/2026 | In Progress | Feedback received; some resource mapping work has been done historically, however further conversations are needed to understand Committee priorities to move this work forward.                                                        | Oversight             |
| 14 | Focus KPIs on outcomes meaningful to both program participants and the public.                                  | Mayor Joe Buck                              | 4/15/2026 | Complete    | Metro noted this strategy informed the President's Work Group recommendations and SHS Reforms Work Plan, which included the development of draft KPIs, KEIs and goals.                                                                  | Goals, KPIs, and KEIs |
| 15 | Disaggregate outcomes by race, gender, disability, and distinguish permanent housing from other positive exits. | Commissioner Shannon Singleton              | 4/15/2026 | Complete    | Regional Data Workgroup updated goal wording and methodology to distinguish permanent housing from other outcomes.                                                                                                                      | Goals, KPIs, and KEIs |
| 16 | Clarify outreach and service connection measures and define "appropriate services."                             | Commissioner Shannon Singleton              | 4/15/2026 | Complete    | Metro revised methodology to include positive exit destinations. A full list of Positive Exits tracked is included in the "Reference Guide: Draft Goals, KPIs and KEIs" document.                                                       | Goals, KPIs, and KEIs |
| 17 | Add measures of overall system health (staffing, turnover, provider capacity, acuity).                          | Angela Martin                               | 4/15/2026 | In Progress | Metro received additional written recommendations from HereTogether. Revised recommendations provided by HereTogether will be discussed at the Committee meeting on Aug 12, 2026.                                                       | Goals, KPIs, and KEIs |
| 18 | Data on polling and outreach that happened during the Presidents Work Group                                     | Mayor Joe Buck                              | 4/15/2026 | In Progress | Metro staff will connect with Government Affairs to provide information for committee.                                                                                                                                                  | Oversight             |
| 19 | Clarify Metro point-of-contact for Committee members.                                                           | Andrew Rowe                                 | 5/13/2026 | Complete    | Metro staff included this information, "All communication should be sent to housingservices@oregonmetro.gov" in the post-meeting email sent on May 20, 2026.                                                                            | Administration        |
| 20 | Provide information on community engagement along with county engagement when presenting deliverables to RPOC   | Commissioner Shannon Singleton              | 5/13/2026 | Complete    | Metro committed to including this information in future presentations, as appropriate.                                                                                                                                                  | Oversight             |
| 21 | Present on updated HMIS as part of data dashboard work; provide deeper understanding of homeless system data    | Andrew Rowe; Commissioner Shannon Singleton | 5/13/2026 | In Progress | This topic will be included in supplemental trainings developed for the committee in fall 2026 -winter 2027.                                                                                                                            | Oversight             |
| 22 | Present on RLRA voucher program                                                                                 | Angela Martin                               | 5/13/2026 | In Progress | This topic will be included in supplemental trainings developed for the committee in fall 2026 -winter 2027.                                                                                                                            | Oversight             |
| 23 | Clarify whether housing retention requires remaining at the same address.                                       | Peter Rosenblatt                            | 6/10/2026 | Complete    | Metro clarified retention means remaining in permanent housing, regardless of address.                                                                                                                                                  | Goals, KPIs, and KEIs |
| 24 | Goals should be more targeted and measurable.                                                                   | Commissioner Ben West                       | 6/10/2026 | In Progress | Baseline data for the current performance metrics is expected by September 2026. Metro intends to use this baseline data to inform the development of more targeted goals in the future, should the Committee choose to establish them. | Goals, KPIs, and KEIs |
| 25 | Eviction prevention still needs its own goal.                                                                   | Margaret Salazar                            | 6/10/2026 | Pending     | Metro agrees that this feedback warrants further exploration as part of future goal-setting considerations for FY27.                                                                                                                    | Goals, KPIs, and KEIs |
| 26 | Continue tracking exits from transitional housing.                                                              | Commissioner Shannon Singleton              | 6/10/2026 | Complete    | Metro updated methodology to better track exits from transitional housing.                                                                                                                                                              | Goals, KPIs, and KEIs |
| 27 | Reconsider where transitional housing belongs within Goal 1.                                                    | Mindy Standlander                           | 6/10/2026 | Complete    | Regional Data Work Group agreed to move Transitional Housing to Goal 2(a).                                                                                                                                                              | Goals, KPIs, and KEIs |

|    |                                                                                                                                         |                                |           |             |                                                                                                                                                                                                                                                                                                                                                                  |                          |
|----|-----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 28 | Present KPIs, KEIs, goals, and existing metrics together in one understandable framework.                                               | Multiple members               | 6/10/2026 | Complete    | Metro acknowledged this recurring theme and committed to better integration; the presentation at the July 8 meeting was intended to respond to this feedback and Metro will continue to refine supporting materials to better achieve this goal.                                                                                                                 | Goals, KPIs, and KEIs    |
| 29 | Better define interventions, especially shelter service levels.                                                                         | Commissioner Ben West          | 6/10/2026 | In Progress | Metro is developing new SHS Administrative Rules with counties which includes agreed definitions PSH, Housing Only, Housing with Services, Homelessness Prevention, Shelter and Homelessness Outreach, Transitional Housing and Rapid Re-Housing. This work is expected to be complete in fall of 2026.                                                          | Goals, KPIs, and KEIs    |
| 30 | Include federal System Performance Measures for context.                                                                                | Mike Savara                    | 6/10/2026 | Complete    | Metro completing crosswalk analysis of federal and county level KPIs for August 12, 2026, meeting.                                                                                                                                                                                                                                                               | Goals, KPIs, and KEIs    |
| 31 | Focus goals on the highest-need population (Population A).                                                                              | Councilor Christine Lewis      | 6/10/2026 | Complete    | Discussion noted importance of prioritizing highest-need households.                                                                                                                                                                                                                                                                                             | Goals, KPIs, and KEIs    |
| 32 | Include cost estimates associated with achieving goals.                                                                                 | Angela Martin                  | 6/10/2026 | In Progress | Metro is assessing how the region can better integrate financial and programmatic reporting data to analyze how funding is spent toward achieving the new SHS goals.                                                                                                                                                                                             | Goals, KPIs, and KEIs    |
| 33 | Include city-funded services and add a public trust goal.                                                                               | Mayor Joe Buck                 | 6/10/2026 | In Progress | Mayors presented additional recommendations in July, and will discuss at August 12, 2026, meeting.                                                                                                                                                                                                                                                               | Goals, KPIs, and KEIs    |
| 34 | Better address root causes of homelessness and improve messaging to the public.                                                         | Gretchen                       | 6/10/2026 | Complete    | Feedback noted for messaging and framing.                                                                                                                                                                                                                                                                                                                        | Oversight                |
| 35 | Integrate root causes and messaging into goals and KEIs.                                                                                | Andrew Rowe                    | 6/10/2026 | Complete    | Feedback noted for messaging and framing around KEIs and goals.                                                                                                                                                                                                                                                                                                  | Goals, KPIs, and KEIs    |
| 36 | Better integrate race, equity, fiscal context, and broader regional metrics.                                                            | Mike Savara                    | 6/10/2026 | Complete    | Metro agreed that incorporating broader contextual KEIs and disaggregated data would provide a more holistic analysis of SHS outcomes and performance.                                                                                                                                                                                                           | Goals, KPIs, and KEIs    |
| 37 | Add affordability and clarify efficiency measures.                                                                                      | Zoila                          | 6/10/2026 | Complete    | Affordability indicators such as median rents, median income, housing burden are included in KEIs. Efficiency indicators are intended to be measured in the draft Regional Coordination and Alignment KPI.                                                                                                                                                       | Goals, KPIs, and KEIs    |
| 38 | Address structural barriers such as contracting, mental health, and affordable housing.                                                 | Commissioner Shannon Singleton | 6/10/2026 | Complete    | KEIs are intended to measure structural barriers or external conditions affecting the regional system of care. Metro intends to begin addressing structural barriers related to mental health through a coordinated legislative agenda with the state. Metro has also convened a work group to identify and implement improvements to its contracting processes. | SHS oversight            |
| 39 | Measure engagement and qualitative experiences of participants.                                                                         | Sahaan McKelvey                | 6/10/2026 | In Progress | Metro will launch SHS evaluation work this fiscal year which will be a critical way in which we engage with participants and better track qualitative experiences to inform future SHS programming.                                                                                                                                                              | SHS oversight            |
| 40 | Clearly communicate that SHS alone cannot solve homelessness.                                                                           | Councilor Gonzalez             | 6/10/2026 | Complete    | Metro agreed this broader context is important and committed to incorporating into regional communications work.                                                                                                                                                                                                                                                 | Communications           |
| 41 | Better recognize county successes and establish accountability triggers.                                                                | Mayor Wilson                   | 6/10/2026 | Complete    | Feedback acknowledged.                                                                                                                                                                                                                                                                                                                                           | Communications           |
| 42 | Counties should clearly identify barriers and gaps that prevent implementation of regional programs funded by Regional Investment Fund. | Adam Brown                     | 6/10/2026 | Complete    | Feedback shared with County partners.                                                                                                                                                                                                                                                                                                                            | Regional Investment Fund |

|    |                                                                                           |                                |           |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                          |
|----|-------------------------------------------------------------------------------------------|--------------------------------|-----------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 43 | Transparency regarding how RIF funds are being used in other counties                     | Commissioner Ben West          | 6/10/2026 | In Progress | As part of the SHS Reforms Work Plan adopted by Metro Council in December 2025, Metro and the Counties developed new reporting financial and annual report templates which will provide transparency and greater insight into RIF spending per County. This work is expected to be finalized by fall 2026.                                                                                                                                                                                                                                                    | Regional Investment Fund |
| 44 | Develop subcommittee proposals in consultation with RPOC                                  | Commissioner Shannon Singleton | 7/8/2026  | In Progress | Staff will provide an update to the Committee on subcommittees at the August 12, 2026 meeting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Administration           |
| 45 | Create a matrix comparing Metro KPIs with county KPIs.                                    | Andrew Rowe                    | 7/8/2026  | Complete    | Metro completing crosswalk analysis of federal and county level KPIs for August 12, 2026, meeting.                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Goals, KPIs, and KEIs    |
| 46 | Specifically identify Veterans in specialized needs KEI.                                  | Mayor Batey                    | 7/8/2026  | Complete    | Metro does not currently have access to disaggregated data for the KEI, "Number of people and/or households experiencing homelessness with specialized needs." However, Metro can include Veterans and Veterans with disabilities in disaggregated data for the KPI "Exit to Housing."                                                                                                                                                                                                                                                                        | Goals, KPIs, and KEIs    |
| 47 | Add baseline/benchmark numbers before adoption.                                           | Peter Rosenblatt               | 7/8/2026  | In Progress | Baseline data for the current performance metrics is expected by September 2026.                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Goals, KPIs, and KEIs    |
| 48 | Avoid using KEIs to shift responsibility away from SHS.                                   | Commissioner Ben West          | 7/8/2026  | In Progress | Metro agrees that incorporating KEIs into the system will more accurately distinguish between outcomes the system can influence and those beyond its control. Additionally, further analysis is underway to explore the inclusion of new KEIs that monitor state and federal funding trends.                                                                                                                                                                                                                                                                  | Goals, KPIs, and KEIs    |
| 49 | Specifically track transitional housing exits, returns to homelessness, and PSH fidelity. | Commissioner Shannon Singleton | 7/8/2026  | Complete    | Transitional housing is tracked in two KPIs, Exits to Housing and Exits to Positive Destination and measured in Goal 2a, "Increase percentage of households exiting shelter programs who achieve a positive destination." Returns to homelessness is tracked in Goal 3b, "The rate of return to homelessness from Permanent Supportive Housing, Rapid Rehousing and Housing with Services will not exceed 15% within 12 months." PSH fidelity is not currently measured in the goals or KPIs, but could be guided by Metro in coordination with the Counties. | Goals, KPIs, and KEIs    |
| 50 | Better connect multiple dashboards and explain relationships among KPIs and KEIs.         | Councilor Duncan Hwang         | 7/8/2026  | In Progress | As part of the SHS Reforms Work Plan adopted by Metro Council in December 2025, Metro is developing a Regional Data Dashboard that will integrate data found in multiple housing services dashboard and demonstrate the relationships between KPIs and KEIs.                                                                                                                                                                                                                                                                                                  | Goals, KPIs, and KEIs    |
| 51 | Provide final KPI drafts before meetings and allow Mayors to propose changes.             | Mayor Joe Buck                 | 7/8/2026  | Complete    | Recommendations submitted through Metropolitan Mayors Consortium at the July 8, 2026 meeting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Goals, KPIs, and KEIs    |
| 52 | Add regional outcome metrics for unsheltered homelessness and homelessness prevention.    | Mayor Joe Buck                 | 7/8/2026  | Complete    | President Gonzalez believes these concepts are already reflected but welcomed further discussion.                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Goals, KPIs, and KEIs    |
| 53 | Show how committee feedback is incorporated and include system health measures.           | Angela Martin                  | 7/8/2026  | Complete    | President Gonzalez agreed to explore improvements. Here Together will present on their recommendations at the August 12, 2026 meeting. Metro will also provide an update to the committee on an Employee Recruitment and Retention Work Group recommendation by the former Tri-County Planning Body, which will include system health work.                                                                                                                                                                                                                   | Goals, KPIs, and KEIs    |
| 54 | Add a dedicated eviction prevention goal.                                                 | Margaret Salazar               | 7/8/2026  | Pending     | Request reiterated with written recommendations. Metro agrees that this feedback warrants further exploration as part of future goal-setting considerations for FY27.                                                                                                                                                                                                                                                                                                                                                                                         | Goals, KPIs, and KEIs    |
| 55 | Show how feedback evolves over time and measure participant experience.                   | Sahaan McKelvey                | 7/8/2026  | In Progress | Feedback acknowledged. Metro will launch SHS evaluation work this fiscal year which will be a critical way to engage with participants and better track qualitative experiences to inform future SHS programming over time.                                                                                                                                                                                                                                                                                                                                   | Goals, KPIs, and KEIs    |

|    |                                                                                                                   |                                |          |             |                                                                                                                                                                                                                           |                                |
|----|-------------------------------------------------------------------------------------------------------------------|--------------------------------|----------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| 56 | Compare Metro dashboard data with peer regions.                                                                   | Zoila Coppiano                 | 7/8/2026 | Complete    | Feedback acknowledged. As part of the SHS Reforms Work Plan adopted by Metro Council in December 2025, Metro is developing a Regional Data Dashboard. The development of the dashboard included research of peer regions. | Goals, KPIs, and KEIs          |
| 57 | Better connection to housing production discussions and coordination between MPAC and RPOC.                       | Commissioner Shannon Singleton | 7/8/2026 | In Progress | President Gonzalez and Liam agreed to evaluate future coordination.                                                                                                                                                       | Administration                 |
| 58 | Allow additional deliberation time before final vote.                                                             | Councilor Gonzalez             | 7/8/2026 | Complete    | President committed to exploring additional meeting time or delaying the vote. The vote is delayed to the September 9, 2026, meeting.                                                                                     | Goals, KPIs, and KEIs          |
| 59 | Focus committee on whether to invest in CQI and home pilot projects should be supported with RIF funds.           | Angela Martin                  | 7/8/2026 | Complete    | Feedback acknowledged.                                                                                                                                                                                                    | Continuous Quality Improvement |
| 60 | Focus on CQI tools rather than framework                                                                          | Mindy Standlander              | 7/8/2026 | Complete    | Feedback acknowledged.                                                                                                                                                                                                    | Continuous Quality Improvement |
| 61 | Include a framework for evaluating the relative value of investments in CQI                                       | Adam Brown                     | 7/8/2026 | Pending     | Feedback acknowledged. Metro commits to returning with budget scenarios after the Committee provides additional direction on the CQI frameworks it would like to pursue.                                                  | Continuous Quality Improvement |
| 62 | Provide committee with more information regarding CQI costs, funding sources, and implementation responsibilities | Mayor Lacey Beaty              | 7/8/2026 | Pending     | Feedback acknowledged. Metro commits to returning with budget scenarios after the Committee provides additional direction on the CQI frameworks it would like to pursue.                                                  | Continuous Quality Improvement |
| 63 | Created dedicated CQI workgroup                                                                                   | Andrew Rowe                    | 7/8/2026 | Pending     | Feedback acknowledged; this is at the Chair's discretion and additional Committee discussion is needed before proceeding.                                                                                                 | Continuous Quality Improvement |
| 64 | Ensure packet materials match presentation slides and provide greater consistency.                                | Multiple                       |          | Complete    | Process improvement noted.                                                                                                                                                                                                | Administration                 |
| 65 | Clarify Goal 1 details, HMIS measurement, and consistently reference RRH and PSH across materials.                | Multiple                       |          | Complete    | Process/documentation improvement noted.                                                                                                                                                                                  | Goals, KPIs, and KEIs          |



# Metro

600 NE Grand Ave.  
Portland, OR 97232-2736  
[oregonmetro.gov](http://oregonmetro.gov)

## Agenda #: 3.2

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**File #:** COM 26-1158

**Agenda Date:** 8/12/2026

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SHS tax collection report

Liam Frost (he/him), Metro



**Regional Policy Oversight Committee Agenda Item Summary and Presentation Navigation Tool**

**Agenda Item Number:** 3.2  
**Agenda Item Title:** SHS tax collection report  
**Presenter:** Liam Frost, Housing Director

**Executive Summary:**

This financial update is designed to provide the information necessary to stay up to date on the latest tax collections and disbursement figures.

**Requested Action**

- ☒ Information Only
- ☐ Discussion
- ☐ Recommendation
- ☐ Vote/Approval
- ☐ Other:

**Presentation Navigation Tool**

| Presentation Topic / Discussion Area | Supporting Document                                       | Packet Page(s) | Notes |
|--------------------------------------|-----------------------------------------------------------|----------------|-------|
| SHS Tax Collection report            | Memo: FY26 Monthly Tax Collection and Disbursement Update | pp. 1-4        |       |



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

# Memo

Date: July 16, 2026  
To: Supportive Housing Services Oversight Committee  
From: Revenue & Analytics Division  
Subject: FY26 Monthly Tax Collection and Disbursement Update

This financial update is designed to provide the information necessary for the SHS Oversight Committee to stay up to date on the latest tax collection and disbursement figures.

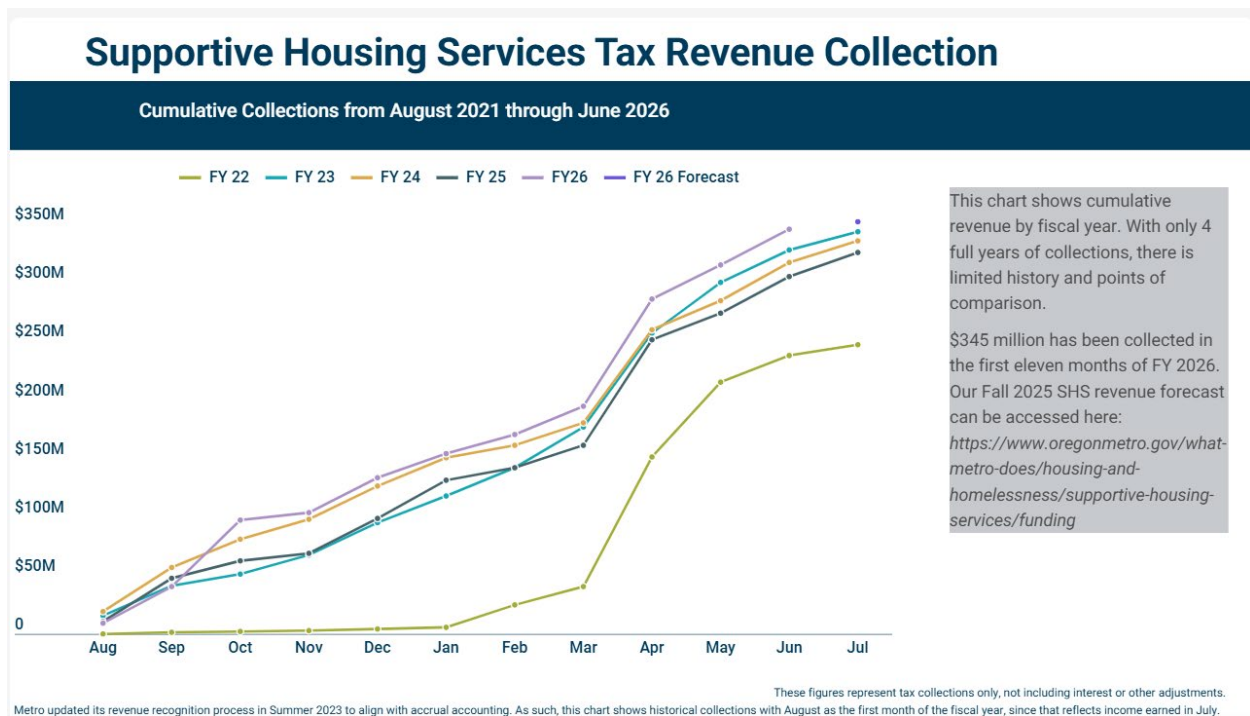
June represents the eleventh month of collections for fiscal year 2026. Collections for the month were driven by a combo of personal and business tax payments for Tax Years 2025 & 2026. The \$30.3 million collected trends within the historical range for the prior two years; while the cumulative trend is also within the expected range with \$345 million total collected so far in FY2026. However, no conclusions or insights are to be drawn at this point in the cycle, given the wide monthly variations and dynamics of the tax base.

## Tax Revenue Collection and Disbursement Infographics

Interactive FY26 tax revenue and disbursement charts are published here:

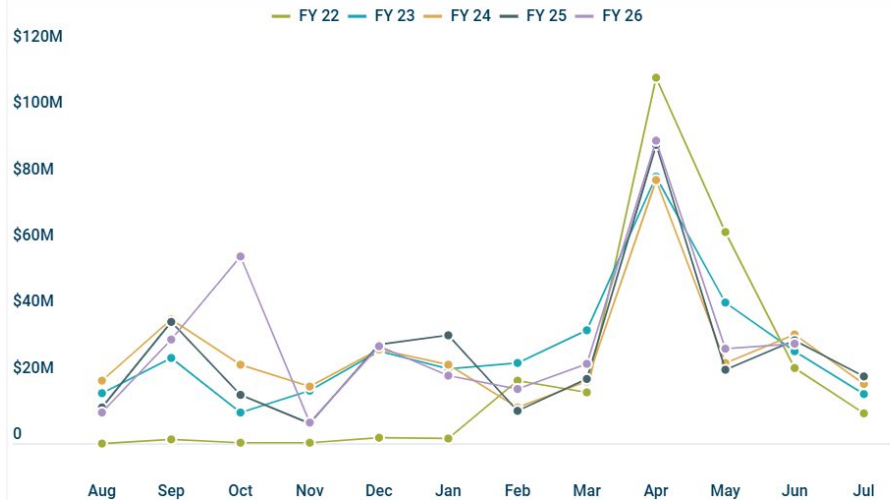
[SHS Revenue Collection Infographics](#)

This includes collections by the tax administrator in June 2026. Static screenshots of these charts are provided below.



## Supportive Housing Services Tax Revenue Collection

Monthly Collections from August 2021 through June 2026



This chart shows **monthly** revenue by fiscal year. The monthly variations highlight the dynamics of the tax base and the types of income being taxed. These trends also show how quickly the revenue trajectory can shift using a month-to-month view.

June collections were driven primarily by a combo of personal and business income tax remittance activity for Tax Year 2026. The \$30.3 million collected trends within historical range compared to June revenue for the prior two years.

These figures represent tax collections only, not including interest or other adjustments.

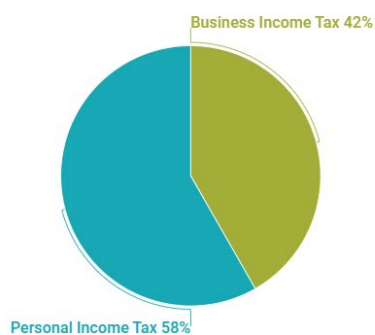
Metro updated its revenue recognition process in Summer 2023 to align with accrual accounting. As such, this chart shows historical collections with August as the first month of the fiscal year, since that reflects income earned in July.

## FY 2025-26 SHS Tax Revenue Collection

These figures represent tax collections only, not including interest or other adjustments.

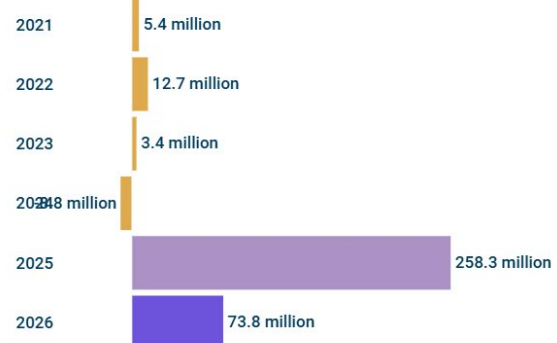
Collections from August 2025 through June 2026

**\$344.8 million**



### Collections by Tax Type

The breakdown of collections between the two tax types.



### Collections by Tax Year

Collections show timely filings and payments for Tax Year 2025 as well as estimated payments and employer withholdings for Tax Year 2026. The reduced figure for Tax Year 2024 primarily reflects refunds issued by the tax administrator. There are also minor amounts of taxes collected from prior years via enforcement actions.

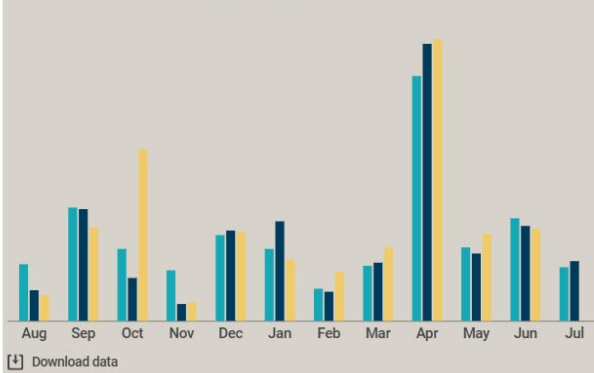
## FY 2025-26 SHS Revenue Distribution - Clackamas County

Distributions\* September 2025 through July 2026

\$68.1 million

### Monthly Distributions

FY 24 FY 25 FY 26



### Cumulative Distributions

FY 24 Actual FY 25 Actual FY 26 Actual FY 26 Forecast



\* These figures include interest and other adjustments. Distributions occur one month after collections, when the cash is remitted to Metro

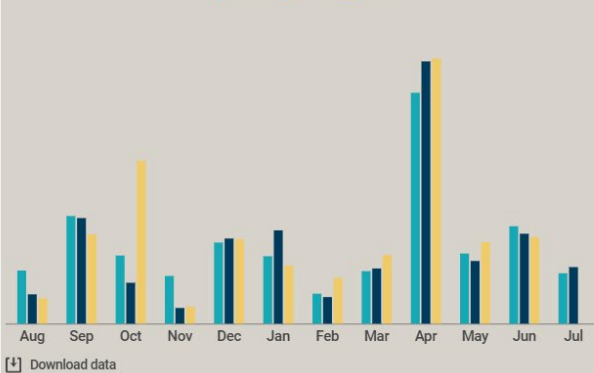
## FY 2025-26 SHS Revenue Distribution - Multnomah County

Distributions\* September 2025 through July 2026

\$144.5 million

### Monthly Distributions

FY 24 FY 25 FY 26



### Cumulative Distributions

FY 24 Actual FY 25 Actual FY 26 Actual FY 26 Forecast



\* These figures include interest and other adjustments. Distributions occur one month after collections, when the cash is remitted to Metro

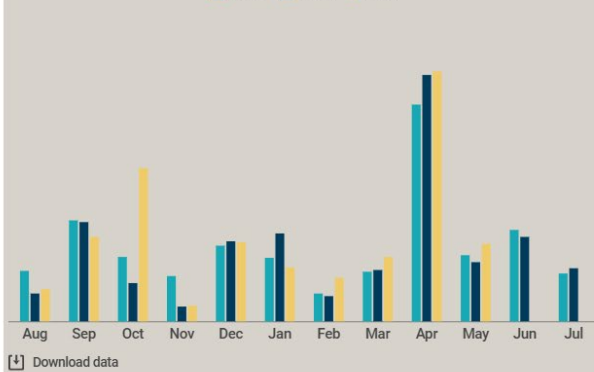
## FY 2025-26 SHS Revenue Distribution - Washington County

Distributions\* September 2025 through July 2026

**\$107.4 million**

### Monthly Distributions

FY 24 FY 25 FY 26



### Cumulative Distributions

FY 24 Actual FY 25 Actual FY 26 Actual FY 26 Forecast



\* These figures include interest and other adjustments. Distributions occur one month after collections, when the cash is remitted to Metro

\*This includes \$1,052,713.05 in interested collected by the tax administrator in FY 2025-26



Metro

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oregonmetro.gov

Agenda #: 4.1

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**File #:** COM 26-1152

**Agenda Date:** 8/12/2026

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**SHS Reforms: Finalize KEIs, KPIs, and goals**

Yesenia Delgado (she/her), Metro



## SHS Regional Policy Oversight Committee

### Agenda Item Summary and Presentation Navigation Tool

**Agenda Item Number:** 4.1.1

**Agenda Item Title:** SHS reform: KEIs, KPIs and goals

**Presenter:** Liam Frost, Housing Director; Yesenia Delgado, SHS Division Director

#### Executive Summary

This is the final part of a five-part series discussion for SHS RPOC to provide final recommendations to Metro Council on updating 5-year goals and KPIs and establishing KEIs for the system. Metro Council endorsed the draft goals, KPIs and KEIs in December 2025 as part of the first SHS reforms package.

After it was determined that the committee needed more time with this topic, committee action to recommend the package of goals, KPIs and KEIs to Metro Council was postponed to September. Metro Council is expected to vote on the final package later in the fall.

The goal of this discussion is to provide the committee with more information on:

- An updated, detailed summary of goals, KPIs and KEIs
- Member proposals
- Next steps

#### Preparation Guidance

To prepare for this meeting, please take the time to reflect on the following questions:

- What additional information would be helpful as you prepare for the September vote?

#### Requested Action

☐ Information Only

☒ Discussion

☐ Recommendation

☐ Vote/Approval

☐ Other:

## Presentation Navigation Tool

| Presentation Topic / Discussion Area | Supporting Document                                                                        | Document Page(s) | Notes                                                                                                                |
|--------------------------------------|--------------------------------------------------------------------------------------------|------------------|----------------------------------------------------------------------------------------------------------------------|
| Goals, KPIs, and KEIs                | Reference Guide: Draft Goals, Key Performance Indicators, and Key Environmental Indicators | All              | This reference guide provides a high-level overview of supporting information for each draft SHS goals, KPI and KEI. |
| Goals, KPIs, and KEIs                | Regional Coordination & Alignment Key Performance Indicator Brief                          | All              | This brief provides an overview of the regional alignment KPI, including SHS RPOC feedback.                          |
| Member proposals                     | Metropolitan Mayors' Consortium: Supportive Housing Services outcomes                      | All              | Recommendation submitted by the Metropolitan Mayors' Consortium on July 8, 2026.                                     |
| Member proposals                     | HereTogether: Member Recommendation to the SHS Regional Policy and Oversight Committee     | All              | Recommendation submitted by HereTogether on July 16, 2026.                                                           |
| Member proposals                     | Clackamas County Commissioner letter                                                       | All              | Recommendation submitted by Clackamas County Commissioner Ben West on August 4, 2026.                                |



## Reference Guide: Draft Goals, Key Performance Indicators, and Key Environmental Indicators

August 2026

This reference guide provides a high-level overview of supporting information for each draft Supportive Housing Services (SHS) goal, key performance indicator (KPI) and key environmental indicator (KEI). A reference table for the Positive Destinations category is also included at the end of the document.

### Goals

*Note: Baseline data for goals is anticipated by September 2026.*

#### Goal 1: Reduce the length of time people experience homelessness.

**Outcome:** Reduce the average length of time people are enrolled in a homeless program (outreach and shelter).

##### What is measured

The number of days enrolled in a homeless program reduces.

##### Additional information

Includes Emergency Shelter and Street Outreach.

#### Goal 2: Increase efficiency and effectiveness in housing placements and service connections.

**Outcome (2a):** Increase percentage of households exiting shelter programs who achieve a positive destination.

##### What is measured

The number of households exiting shelter to positive destination increases.

##### Additional information

Includes Emergency Shelter and Transitional Housing. *Full list of positive destinations included below.*

**Outcome (2b):** Reduce the median length of time from household enrollment in a housing program to housing placement.

##### What is measured

The number of days from enrollment to housing reduces.

##### Additional information

Measured by Permanent Supportive Housing and Rapid Re-housing.

**Goal 3: Ensure housing stability and retention for people placed in housing.**

**Outcome (3a):** 85% or more of households housed through Permanent Supportive Housing, Rapid Rehousing and Housing with Services remain housed at 12 and 24 months.

**What is measured**

Exit Destination is blank, or Exit Destination is a Permanent Housing Destination

**Additional information**

This goal tracks retention for only SHS funded programs. This is measured differently than the federal housing retention system performance measure as Metro does not currently have access to comprehensive system-wide data for placements made outside of SHS funding.

**Outcome (3b):** The rate of return to homelessness from Permanent Supportive Housing, Rapid Rehousing and Housing with Services will not exceed 15% within 12 months.

**What is measured**

Exit Destination is a Homeless Destination

**Additional information**

This goal tracks retention for only SHS funded programs. This is measured differently than the federal housing retention system performance measure as Metro does not currently have access to comprehensive system-wide data for returns to homeless captured outside of SHS funding.

## Key Performance Indicators (KPIs)

| KPI: Eviction prevention interventions                                                                                                                  |                                                                                                                                                                                                                            |                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| Intervention areas: Eviction Prevention                                                                                                                 |                                                                                                                                                                                                                            |                                                                    |
| What is measured                                                                                                                                        | Data disaggregation                                                                                                                                                                                                        | Additional information                                             |
| Number of households (specific to a subset of Population B, who are housed) served with Eviction Prevention                                             | <ul style="list-style-type: none"> <li>Populations served (families, seniors, veterans, etc.)</li> <li>Race/ethnicity</li> <li>Other client characteristics</li> </ul>                                                     | Eviction prevention includes all homelessness prevention services. |
| KPI: Shelter utilization rates                                                                                                                          |                                                                                                                                                                                                                            |                                                                    |
| Intervention areas: Emergency Shelter                                                                                                                   |                                                                                                                                                                                                                            |                                                                    |
| What is measured                                                                                                                                        | Data disaggregation                                                                                                                                                                                                        | Additional information                                             |
| Individuals served relative to total shelter capacity                                                                                                   | N/A                                                                                                                                                                                                                        | Emergency Shelter only.                                            |
| KPI: Exits to housing                                                                                                                                   |                                                                                                                                                                                                                            |                                                                    |
| Intervention areas: Emergency Shelter; Transitional Housing                                                                                             |                                                                                                                                                                                                                            |                                                                    |
| What is measured                                                                                                                                        | Data disaggregation                                                                                                                                                                                                        | Additional information                                             |
| Number of households with Permanent Housing destinations at exit from shelter                                                                           | <ul style="list-style-type: none"> <li>Populations served (families, seniors, veterans, etc.)</li> <li>Race/ethnicity</li> <li>Emergency Shelter and Transitional Housing</li> <li>Other client characteristics</li> </ul> | <i>Full list of permanent destinations below.</i>                  |
| KPI: Exits to other positive destinations                                                                                                               |                                                                                                                                                                                                                            |                                                                    |
| Intervention areas: Emergency Shelter; Transitional Housing                                                                                             |                                                                                                                                                                                                                            |                                                                    |
| What is measured                                                                                                                                        | Data disaggregation                                                                                                                                                                                                        | Additional information                                             |
| Number of households with Temporary Housing, Institutional*, and Safe Haven destinations at exit from shelter<br><br>(* Does not include incarceration) | <ul style="list-style-type: none"> <li>Populations served (families, seniors, veterans, etc.)</li> <li>Race/Ethnicity</li> <li>Emergency Shelter and Transitional Housing</li> <li>Other client characteristics</li> </ul> | <i>Full list of positive destinations below.</i>                   |

**KPI: Housing placements**

**Intervention areas:** Permanent Supportive Housing; Rapid Re-Housing; Other Permanent Housing Programs

| What is measured                                                                                                  | Data disaggregation                                                                                                                                                                                                                                                           | Additional information                                                    |
|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| Number of households newly placed into housing and previously placed into housing but still active in the program | <ul style="list-style-type: none"> <li>• Populations served (families, seniors, veterans, etc.)</li> <li>• Race/ethnicity</li> <li>• Prior living situation, such as unsheltered</li> <li>• Length of time in SHS housing</li> <li>• Newly placed and still active</li> </ul> | This measure will highlight households actively receiving SHS assistance. |

**KPI: Retention rates**

**Intervention areas:** Permanent Supportive Housing; Rapid Re-Housing; Other Permanent Housing Programs

| What is measured                                                                                                                                                     | Data disaggregation                                                                                                                                                                                                                                                                    | Additional information                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number of households placed into housing, and who have remained housed at 12 and 24 months after placement, relative to the number of households placed into housing | <ul style="list-style-type: none"> <li>• Populations served (families, seniors, veterans, etc.)</li> <li>• Race/ethnicity</li> <li>• Prior living situation, such as unsheltered</li> <li>• Other client characteristics</li> <li>• Length of time in housing funded by SHS</li> </ul> | This is measured differently than the federal housing retention system performance measure as Metro does not have access to comprehensive system-wide data for outcomes occurring outside of SHS funding. |

## Key Environmental Indicators (KEIs)

| KEI: Total number of evictions                                                                                                                                                                                          |                                                                             |                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Context:</b> System inflow; eviction prevention resources needed                                                                                                                                                     |                                                                             |                                                                                                                                                                                                                                                                                                                                                 |
| What is measured                                                                                                                                                                                                        | Data disaggregation                                                         | Data source                                                                                                                                                                                                                                                                                                                                     |
| Number of evictions in Clackamas, Multnomah and Washington County                                                                                                                                                       | TBD                                                                         | Evicted in Oregon data                                                                                                                                                                                                                                                                                                                          |
| KEI: Total number of people and/or households experiencing homelessness                                                                                                                                                 |                                                                             |                                                                                                                                                                                                                                                                                                                                                 |
| <b>Context:</b> System inflow and outflow                                                                                                                                                                               |                                                                             |                                                                                                                                                                                                                                                                                                                                                 |
| What is measured                                                                                                                                                                                                        | Data disaggregation                                                         | Data source                                                                                                                                                                                                                                                                                                                                     |
| Total people and households experiencing homelessness across the regional homeless services system                                                                                                                      | <ul style="list-style-type: none"> <li>Unsheltered and Sheltered</li> </ul> | County; each county uses slightly different processes for producing this information.                                                                                                                                                                                                                                                           |
| KEI: Number of people and/or households experiencing homelessness with specialized needs                                                                                                                                |                                                                             |                                                                                                                                                                                                                                                                                                                                                 |
| <b>Context:</b> System inflow and outflow; need for supportive housing                                                                                                                                                  |                                                                             |                                                                                                                                                                                                                                                                                                                                                 |
| What is measured                                                                                                                                                                                                        | Data disaggregation                                                         | Data source                                                                                                                                                                                                                                                                                                                                     |
| Number of people and/or households experiencing homelessness with specialized needs (e.g. older adults (65+), people with disabilities, people with substance use disorders, people with severe mental health concerns) | * See “What is measured” for example data disaggregation categories         | <p>HMIS and/or HealthShare and Counties per data sharing agreements. Combined data set from Multnomah County HMIS export and HealthShare Medicaid Claims data.</p> <p>This KEI is in alignment with Multnomah County and City of Portland’s Homeless Response Action Plan KPI, “Intersection of Behavioral Health &amp; Housing Retention.”</p> |

**KEI: Median length of time experiencing homelessness by self-report****Context:** System inflow and outflow

| What is measured                                                                                     | Data disaggregation | Data source                                                                                      |
|------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------------------|
| Median length of time people across the homeless services system have been experiencing homelessness | N/A                 | County. This uses the HMIS data element "Approximate date this episode of homelessness started." |

**KEI: Vacancy rates****Context:** Vacant housing units relative to the overall stock of housing; Housing affordability and need; System inflow and outflow

| What is measured                                              | Data disaggregation | Data source                                   |
|---------------------------------------------------------------|---------------------|-----------------------------------------------|
| Vacant housing units relative to the overall stock of housing | N/A                 | American Community Survey, U.S. Census Bureau |

**KEI: Median rents****Context:** Housing affordability and need; System inflow and outflow

| What is measured                                       | Data disaggregation | Data source                 |
|--------------------------------------------------------|---------------------|-----------------------------|
| Median monthly rent cost across the Metro jurisdiction | N/A                 | Zillow; Observed Rent Index |

**KEI: Construction rates****Context:** Housing need; System inflow and outflow

| What is measured                                                                        | Data disaggregation | Data source                                 |
|-----------------------------------------------------------------------------------------|---------------------|---------------------------------------------|
| Number of new permits issued for residential construction across the Metro jurisdiction | N/A                 | Building Permits Survey, U.S. Census Bureau |

**KEI: Median income****Context:** Housing affordability and need

| What is measured                                             | Data disaggregation | Data source                                   |
|--------------------------------------------------------------|---------------------|-----------------------------------------------|
| Median income earned by people across the Metro jurisdiction | N/A                 | American Community Survey, U.S. Census Bureau |

**KEl: Housing burden****Context:** Housing affordability and need**What is measured****Data disaggregation****Data source**

Median rent cost as a share of median income across the Metro jurisdiction

N/A

American Community Survey, U.S. Census Bureau

## Reference table: Positive destinations

The table below identifies which exit destinations are considered positive destinations for each program type.

A “Yes” indicates the destination is categorized as a positive destination for that program type.

A “No” indicates that the destination is not categorized as a positive destination for that program type.

| Destination                                                                                                           | Outreach                         | Shelter                          |
|-----------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------------------------|
| <b>Homeless situations</b>                                                                                            |                                  |                                  |
| Place not meant for habitation (e.g., a vehicle, an abandoned building, bus/train/subway/airport or anywhere outside) | No                               | No                               |
| Emergency shelter, including hotel or motel paid for with emergency shelter voucher, Host Home shelter                | Yes                              | No                               |
| Safe Haven                                                                                                            | Yes                              | Yes                              |
| <b>Institutional situations</b>                                                                                       |                                  |                                  |
| Foster care home or foster care group home                                                                            | Yes                              | Yes                              |
| Hospital or other residential non-psychiatric medical facility                                                        | <i>Excluded from calculation</i> | <i>Excluded from calculation</i> |
| Jail, prison, or juvenile detention facility                                                                          | No                               | No                               |
| Long-term care facility or nursing home                                                                               | Yes                              | Yes                              |
| Psychiatric hospital or other psychiatric facility                                                                    | Yes                              | Yes                              |
| Substance abuse treatment facility or detox center                                                                    | Yes                              | Yes                              |
| <b>Temporary housing situations</b>                                                                                   |                                  |                                  |
| Transitional Housing for homeless persons<br>(includes homeless youth)                                                | Yes                              | Yes                              |
| Residential project or halfway house with no homeless criteria                                                        | Yes                              | Yes                              |
| Hotel or motel paid for without emergency shelter voucher                                                             | Yes                              | Yes                              |
| Host home (non-crisis)                                                                                                | Yes                              | Yes                              |
| Staying or living with family, temporary tenure<br>(e.g., room, apartment, or house)                                  | Yes                              | Yes                              |
| Staying or living with friends, temporary tenure<br>(e.g., room, apartment, or house)                                 | Yes                              | Yes                              |
| Moved from one Housing Opportunities for Persons With AIDS (HOPWA) funded project to HOPWA transitional housing       | Yes                              | Yes                              |

| Destination                                                    | Outreach                         | Shelter                          |
|----------------------------------------------------------------|----------------------------------|----------------------------------|
| <b>Permanent housing situations</b>                            |                                  |                                  |
| Staying or living with family, permanent tenure                | Yes                              | Yes                              |
| Staying or living with friends, permanent tenure               | Yes                              | Yes                              |
| Moved from one HOPWA funded project to HOPWA permanent housing | Yes                              | Yes                              |
| Rental by client, no ongoing housing subsidy                   | Yes                              | Yes                              |
| Rental by client, with ongoing housing subsidy                 | Yes                              | Yes                              |
| Owned by client, with ongoing housing subsidy                  | Yes                              | Yes                              |
| Owned by client, no ongoing housing subsidy                    | Yes                              | Yes                              |
| <b>Other</b>                                                   |                                  |                                  |
| No exit interview completed                                    | No                               | No                               |
| Other                                                          | No                               | No                               |
| Deceased                                                       | <i>Excluded from calculation</i> | <i>Excluded from calculation</i> |
| Client doesn't know                                            | No                               | No                               |
| Client prefers not to answer                                   | No                               | No                               |
| Data not collected                                             | No                               | No                               |

## Regional Coordination & Alignment Key Performance Indicator Brief

August 2026

### Overview

Metro Council directed staff to add a regional coordination and alignment key performance indicator (KPI) as part of the draft goals, key performance indicators and key environmental indicators included in the Supportive Housing Services Reforms Work Plan adopted in December 2025. At the time of adoption, however, the KPI measurement was left as “TBD” to allow for the SHS Regional Policy and Oversight Committee (SHS RPOC) to provide input on its development.

The regional coordination and alignment KPI is intended to measure the region’s progress toward building a coordinated regional homeless service system through consistent frameworks, methodologies, data collection, reporting, systems and infrastructure. This is the first time Metro will establish and monitor a KPI focused specifically on regional coordination and alignment.

### SHS RPOC feedback

On May 13, 2026, Committee members prioritized the following KPI and outcomes:

**Regional outcome:** Consistent data collection, reporting, methodologies and definitions will support effective evaluation, accountability and compliance.

**Key performance indicators:** A regional dashboard tracking progress toward all SHS regional goals and key performance indicators to be updated quarterly.

### Progress to date

- **Aligned Population A and B reporting.** Formed under the former SHS Oversight Committee, the Population A and B work group consisting of staff from Metro and the Counties, completed its charge to improve the region’s ability to assess progress towards the Population A and B requirements accurately. Metro and the Counties reached agreement on improving four priority areas:
  - Definitions alignment
  - Consistent data tracking in HMIS
  - Enhanced financial reporting

- Developing strategies for showing prior-year data
- **Established regional HMIS data sharing and validation.** Metro executed HMIS Data Sharing Agreements with each county and, in collaboration with county partners, Metro developed data validation procedures and a data validation form. These tools enable Metro to use a regional SHS HMIS dataset for reporting, with county review and verification.
- **Standardized regional reporting.** The SHS Jurisdictional Leadership Team developed standardized quarterly and annual reporting templates. This work aligned reporting concepts and definitions, including:
  - Housing Placements
  - On-going Stability or Active Households
  - Move-on or Graduation programs
  - Permanent Supportive Housing housing intervention
  - Established new reporting on emergency shelters, street outreach, and transitional housing programs.
- **Updating Administrative Rules.** Metro and the Counties worked to further align definitions and methodologies of allowable expenses for Metro and the Counties, ensuring more accurate program categorization. This work is part of the SHS Reforms Work Plan adopted by Metro Council in December 2025 and is expected to be complete by fall 2026.
- **Implementing county monitoring.** Metro began monitoring designated SHS process within each county. Regular discussions with county partners have improved consistency in data collection, reporting, methodologies, and definitions. Per Intergovernmental Agreements, Metro and each County must agree on the designated monitoring activities each year. Monitoring for FY27 will be completed by November 2026.
- **Advancing data transparency and launching regional data dashboard.** This initiative will create a public-facing interactive digital dashboard that presents SHS programmatic and financial data in a more transparent and accessible format, improving the public's ability to understand and track regional progress toward SHS goals, KPI's and commitments. This work is part of the SHS Reforms Work Plan adopted by Metro Council in December 2025 and is expected to be complete by winter 2027.
- **Strengthened regional collaboration.** Metro, the counties and other regional partners continue to collaborate on Regional Investment Fund goals, including Coordinated Entry and Healthcare alignment, further improving regional consistency which has directly improved this outcome. This work is ongoing and will make significant strides in Spring 2027 when the new HMIS software is implemented.

## Monitoring the KPI

Metro will complete the following actions:

- Continue regional coordination with the counties through the Regional Data Work Group, Jurisdictional Leadership Team, SHS Executive Team and HMIS data teams.
- Complete key deliverables and milestones, including:
  - **February – November 2026:** Create data validation forms and supporting documentation, and complete data validation processes with the counties to ensure uniform data methodologies across the region.
  - **August – December 2026:** Develop, test and refine Metro's interactive regional dashboard for approval and soft launch.
  - **December 2026 – April 2027:** Launch interactive regional dashboard, provide training and education, and establish ongoing maintenance and continued internal coordination to maintain accuracy, transparency and effectiveness.
- Monitor dashboard usage through website analytics.
- Hold regularly scheduled monitoring meetings with county partners.
- Review quarterly and annual reports submitted by each county.
- Conduct periodic check-ins or surveys with Committee members to assess if the dashboard provides the information needed to effectively track regional progress.

## Member Recommendation to the SHS Regional Policy and Oversight Committee

**To:** SHS Regional Policy and Oversight Committee; Metro President and RPOC Chair Juan Carlos González

**From:** Angela Martin, HereTogether

**Date:** July 16, 2026

**Re:** HereTogether Coalition recommendations for KPIs and KEIs

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### The recommendation

Add a set of **system health indicators** to the draft framework. The current draft measures what the system produces and the conditions it operates in. It does not measure the condition of the organizations that produce the results. HereTogether recommends closing that gap, consistent with the coalition recommendation this committee received in May.

### Why this gap matters

KPIs measure what the system controls. KEIs measure the context that the system does not control. A third thing determines whether the system performs at all: the operational and financial health of the contracted providers who deliver services, provide housing and/or care, and manage client relationships.

### What to add: system health indicators

Every current KEI measures the scale of need or the state of the housing market. None measures the system doing the work. The coalition recommended the following:

- **Provider financial stability.** Whether SHS-contracted providers can sustain operations. Reported in aggregate, no organization-level disclosure.
- **Staff turnover by program type and county.** Turnover is what moves when the system's levers work or fail. Reported in aggregate, no organization-level disclosure. Recommended as a KEI.
- **Insurance cost as a share of the operating budget.** A rising fixed cost that impacts organizational health and stability. Reported in the aggregate, no organization-level disclosure.

Two related measures sit on the control side and belong in the KPIs because the system controls them:

- **Contract and payment health.**
  - Reimbursement rates covers actual cost,

- Payments arrive on schedule,
- Length of time to execute contracts and make payments.
- **System collaboration.** Whether health and housing systems are coordinating in practice. We recommend Metro staff develop specific benchmarks for measuring collaboration.

## Other coalition recommendations not reflected in the current draft

| Coalition recommendation (May)                                                                                            | Status in July draft                         |
|---------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| Expand the specialized-needs list (survivors of domestic and sexual violence, families with children, people in recovery) | Adds only mental and behavioral health needs |
| Disaggregate placements and retention by income level and service intensity                                               | Not reflected                                |
| Disaggregate evictions by reason (Cause vs Nonpayment)                                                                    | Total count only                             |

## Requested action

HereTogether requests the following:

1. Provide an opportunity for the committee to review and discuss adding the system health indicators as KEs and the contract performance as a KPI.
2. Include this recommendation in the August packet so the full committee reviews it ahead of the August 12 discussion.
3. Include the process reform recommendation (attached) in the August packet and include a time-limited discussion of the proposal on the August 12th agenda.

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Prepared by Angela Martin, HereTogether Coalition, SHS Regional Policy and Oversight Committee

# MMC

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## Metropolitan Mayors' Consortium

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**Mayor Lacey Beaty**  
City of Beaverton

**Mayor Brian Hodson**  
City of Canby

**Mayor Jeffrey Dalin**  
City of Cornelius

**Mayor Joshua Drake**  
City of Durham

**Mayor Keith Kudrna**  
City of Fairview

**Mayor Malynda Wenzl**  
City of Forest Grove

**Mayor Michael Milch**  
City of Gladstone

**Mayor Travis Stovall**  
City of Gresham

**Mayor Tom Ellis**  
City of Happy Valley

**Mayor Beach Pace**  
City of Hillsboro

**Mayor Rachel Kazmierski**  
City of King City

**Mayor Joe Buck**  
City of Lake Oswego

**Mayor Jim Akers**  
City of Maywood Park

**Mayor Lisa Batey**  
City of Milwaukie

**Mayor Aaron Dumbrow**  
City of North Plains

**Mayor Denyse McGriff**  
City of Oregon City

**Mayor Keith Wilson**  
City of Portland

**Mayor Tim Rosener**  
City of Sherwood

**Mayor Yi-Kang Hu**  
City of Tigard

**Mayor David Ripma**  
City of Troutdale

**Mayor Frank Bubenik**  
City of Tualatin

**Mayor Rory Bialostosky**  
City of West Linn

**Mayor Shawn O'Neil**  
City of Wilsonville

**Mayor Jairo Rios-Campos**  
City of Wood Village

Regional Policy and Oversight Committee

July 8<sup>th</sup>, 2026

Re: Supportive Housing Services outcomes

Dear RPOC members,

The Metropolitan Mayors' Consortium, representing the mayors of twenty-four cities in the Portland Metro Area that collectively home over 1.7 million Oregonians, shares your concerns about the uncertain future of the Supportive Housing Services measure and its impacts on our thousands of unhoused constituents. City services play a vital role in getting those currently outside indoors, keeping those currently housed from returning to the streets, and building public trust. With the scheduled RPOC vote on goals, KEIs, and KPIs fast approaching in August, **MMC Mayors formally call upon the RPOC to adopt a metric regarding street-level homelessness at that meeting. The MMC also requests that the RPOC adopt a complementary outcome metric recognizing the role of cities in preventing homelessness by measuring housing stability and successful community tenancy. Such a metric should evaluate the effectiveness of services that help low-income households remain safely housed, avoid eviction, access supportive services, and maintain long-term stability in their communities. We ask that Metro staff draft appropriate language for consideration of these metrics at the August meeting.** Put simply, the streets cannot be an acceptable stop in the continuum of homeless services.

The MMC appreciates the forums for ongoing dialogue that have been established with cities, counties, business groups, and service providers. We are appreciative of the years of work from those around this table and the fact that senior leadership at Metro have joined meetings of the full MMC and its Executive Committee. Metro Councilors have maintained open doors to hearing the concerns of the region's Mayors.

The current SHS measure provides neither certainty nor adequacy of funding for city-led homelessness initiatives. The existing measure also does not address the cost to city budgets of supporting affordable housing. We remain optimistic that we can collaborate to ensure that critical services delivered by cities are eligible for and funded by the SHS measure. Mayors are committed to remedying street-level concerns that presently betray the public's trust.

The region's mayors remain your partners. We urge you to include acknowledgement of the role of city services in the outcome metrics adopted at the next RPOC meeting.

Sincerely,

Chair Lacey Batey and Vice-Chair Joe Buck, on behalf of the Metropolitan Mayors' Consortium



**BOARD OF COUNTY COMMISSIONERS**

**PUBLIC SERVICES BUILDING**

2051 KAEN ROAD | OREGON CITY, OR 97045

August 4, 2026

Regional Policy and Oversight Committee  
c/o Metro Council  
600 NE Grand Ave  
Portland, OR

Dear Chair Gonzalez and RPOC Members,

At our recent meeting on July 8, I made some comments regarding Supportive Housing Services (SHS) data, outcomes and continuous quality improvement. I am taking an additional opportunity to reiterate my core messages.

Let me start by acknowledging, the SHS measure funding has been transformative for Clackamas County. Prior to receiving these dollars our budget for homeless services was a little over \$8 million a year, we now receive over \$60 million annually. We have had the unique opportunity to build a full continuum of services intentionally from the ground up. I am incredibly proud of the work we have done and the outcomes we have achieved over the last 5 years as a county and a region.

The Regional Policy and Oversight Committee has been charged with reviewing and approving the SHS key performance indicators, key environmental indicators and goals. A formal decision is expected in September 2026. In advance of that adoption, I offer the following:

SHS Reform: KPIs, KEIs and Goals

Please consider adding a Key Environmental Indicator to **“monitor trends in federal and state funding for homeless services.”** Most of us know that our homeless services programs are not solely funded by SHS but funding from a variety of sources. Even a slight change in that larger landscape can have impacts on service delivery at our tri-county regional level. This KEI would be a useful tool in providing the necessary context to the outcomes SHS is able to achieve in any given year.

One additional point on the subject of KPIs, KEIs and goals - the Metro Mayor's consortium shared a letter asking for acknowledgement as system partners and for this body to think about how we set goals reporting improvements in unsheltered homelessness. I am grateful for their involvement in our system and support their request. I would ask Metro staff to find a viable solution.

### SHS Reform: Continuous Quality Improvement

As homeless services professionals in this region, we share the responsibility to monitor, review and improve our system. This is essential to its success. We must learn from mistakes, changes in the environment and adapt to better serve our community members. The many experienced professionals of the homeless service department of Clackamas County are performing these duties regularly.

I do understand that the public may question our strategies, implementation and/or outcomes. Therefore, I put forward for consideration under a CQI goal: **support and strengthen initial proposal evaluations, ongoing contract monitoring and continuous quality improvement efforts for homeless services.** The goal is to ensure public funds are used responsibly, contracted services are delivered as intended, providers are meeting performance and compliance expectations and individuals experiencing homelessness receive high quality, outcome-based services.

These efforts will promote accountability, transparency, data informed decision making and timely corrective actions that maintain public confidence in the stewardship of public resources. This CQI goal can be adopted by RPOC and then given to the Counties for implementation. The Counties should be asked to present a progress report within 6 – 9 months.

I am a champion of the SHS measure. However, as we do our work at this RPOC table working on regional policies, developing Key Performance Indicators and investing in the regional system, we need to do this with an eye to the sobering reality of what's happened to the Portland Metro area. We need to approach our work with an urgency to get this done right for everyone who lives here.

Thank you for allowing me an opportunity to share my thoughts once again with you and I look forward to our work ahead, together.

Sincerely,



Ben West, Commissioner  
Clackamas County Board of Commissioners



# Metro

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## Agenda #: 4.2

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**File #:** COM 26-1153

**Agenda Date:** 8/12/2026

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### **TAC Audit presentation**

Rachel Post, Technical Assistance Collaborative  
Janice Miller, Technical Assistance Collaborative  
Maseta Dorley, Technical Assistance Collaborative



## Regional Policy Oversight Committee Agenda Item Summary and Presentation Navigation Tool

**Agenda Item Number: 4.1.2**

**Agenda Item Title: SHS systems analysis: Evaluation and findings**

**Presenter:** Technical Assistance Collaborative

**Executive Summary** (This section should allow members to understand the item without reading the full related attachments)

In April 2025, Metro Council President Lynn Peterson engaged the Technical Assistance Collaborative (TAC) — a nonprofit organization dedicated to supporting our nation’s human services, health care, homelessness, and affordable housing systems — to evaluate how the 2020 voter-approved SHS taxes are utilized and to recommend opportunities to improve cross-county and cross-system alignment and regionalization.

During the August RPOC committee meeting, TAC will present the findings of the system evaluation.

### Preparation Guidance

To prepare for this meeting, please take the time to reflect on the following questions:

**1. For each of the five priorities, which recommendations would you like Metro to focus on, and why?**

**2. If you had to vote on each priority using the 3-2-1 method:**

- **3 – yes**
- **2 – yes, but with some recommended changes**
- **1 – no**

**How would you vote on reach of the recommended priorities that TAC is suggesting?**

**Requested Action** (Describe the specific action or outcome requested from the advisory body.)

Select as applicable:

☐ Information Only

☒ Discussion

☐ Recommendation

☐ Vote/Approval

☐ Other:

### Presentation Navigation Tool

| <b>Presentation Topic / Discussion Area</b> | <b>Supporting Document</b>                                           | <b>Packet Page(s)</b> | <b>Notes</b>                                                          |
|---------------------------------------------|----------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------|
| <i>Priorities and Recommendations</i>       | <i>Metro Supportive Housing Services: A System Evaluation Report</i> | <i>pp. 13 - 25</i>    | <i>Committee discussion will focus on this section of the report.</i> |

# **METRO SUPPORTIVE HOUSING SERVICES:**

## **A SYSTEM EVALUATION REPORT**

**Maseta Dorley, M.A.**

**Janice Miller, M.P.H., M.S.W.**

**Rachel Post, L.C.S.W.**

*Graphic Design by Jeff Nguyen, M.A.*

*Analysis Support by Manuela Molina Pineda*

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*Note: Important terms in this report are differentiated by text shading; the dotted underscore beneath such [terms](#) indicates a link to the Glossary in Appendix A.*

# Executive Summary

In May 2020, voters in the Greater Portland region approved [Measure 26-210](#) to fund services for people experiencing or at risk of [homelessness](#). Since it was created, this voter-approved tax has funded the [Supportive Housing Services](#) (SHS) program in the region's three counties, covering services in [outreach](#) and shelter; placement into housing; rental assistance; advocacy and [case management](#); mental and physical health; language and cultural needs; education; employment; addiction and [recovery](#); tenant rights; and efforts to strengthen and expand the systems that deliver these services.

Based on the most recent [annual county reports](#) on Metro's website, the program has resulted in significant gains:

- 10,468 households being [placed in housing](#);
- 21,823 households being served through [homelessness prevention](#); and
- 3,216 [shelter units created and sustained](#)

The Metro Regional Government (Metro) and the counties and cities that make up the Portland region can rightfully celebrate these major accomplishments in serving so many households, especially in a time when deeply [affordable housing](#) was in short supply, the COVID pandemic disrupted systems, and the nation coped with a steep rise in lethal illicit drug use. Many of the leaders in the region who guided these efforts have dedicated their careers to ending homelessness, and some have shaped policies and practices both locally and federally. Still, there is more work to be done to improve cross-system alignment, efficiency, and efficacy.

In April 2025, Metro Council President Lynn Peterson engaged the [Technical Assistance Collaborative](#) (TAC) — a nonprofit organization dedicated to supporting our nation's human services, health care, homelessness, and affordable housing systems — to evaluate how monies from the 2020 voter-approved SHS tax are used, and to recommend ways to improve cross-county and cross-system alignment and regionalization.

TAC reviewed data, reports, and other materials related to SHS funds and spoke in depth with area key informants with subject matter expertise. Throughout, TAC focused on:

- Gaps, duplications, and slowdowns in the SHS system that hinder efficiency and efficacy
- Interacting entities and participating systems (homelessness response, behavioral health, etc.) alignment or conflict

- Places where participants in SHS-funded housing and services are receiving support, and places where they are experiencing harm
- How systems and practices support or hinder the [equity principles](#) built into SHS

## Priorities and Recommendations

Area key informants consistently highlighted five priorities as essential to improve system functioning. These priorities are listed below, along with a high-level summary of our recommendations to address each one.

### **Priority I:**

#### **Clarification of Metro's authority, roles, responsibilities, and limitations**

Metro must “own” the oversight of SHS, with responsibility to steward taxpayer-invested funds and to convene decision-makers. At the same time, many area leaders also recognized that counties must drive SHS local implementation strategy.

### **Summary of Recommendations for Priority I**

Our recommendations related to clarifying Metro's authority, roles, responsibilities, and limitations are given in two sections: those pertaining to Metro's role as the steward of SHS funds and those related to its function as the regional convener of county partners.

#### ***Steward***

SHS's success depends on clarity in its purpose and roles; collaboration between key decision partners; and the disciplined stewardship of funds. For SHS investments to have the desired impact, partner entities responsible for achieving outcomes require sufficient discretion, resources, and support to deliver programs in clear and accountable ways. Setting regional outcome targets based upon county-identified priorities, establishing realistic timelines, and providing implementation support as defined by each county can help Metro continue to steward the evolution of SHS performance in service of voters, partners, and communities throughout the region.

#### ***Convener***

Area key informants consistently affirmed that Metro is most effective as a neutral convener and a stabilizing regional entity, rather than as a direct operator or a prescriptive manager.

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## **Priority II: Regional problem-solving for shared concerns**

Counties are in the best position to know which programs and methods of service delivery will work best for their community members who are experiencing homelessness. However, regional solutions are needed for cross-county population movement and strategic placement of resources to cover the full Portland region.

### **Summary of Recommendations for Priority II**

Each of the three counties in the Greater Portland region has its own unique strengths and culture — and each invests SHS funding in the programs and service delivery methods that work best for its community members. At the same time, participants across the Greater Portland region shared their desire for more efficient and effective service delivery for cross-county population migration; for ways to ensure coverage of the full geography through strategic placement and resource sharing; and for opportunities to address gaps in the regional continuum of services.

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## **Priority III: Consistent, accessible marketing and public communication**

Key informants noted the urgency of helping the public better understand 1) the role of SHS funding in enabling the larger social safety net to address homelessness, and 2) the program's limitations. Additionally, people experiencing homelessness desire clearer communications explaining how to access the housing and services they want and need.

### **Summary of Recommendations for Priority III**

Increasing external communication that uses plain and concise language, and that promotes a common narrative about success, is key to educating the public about the impact these funds are making. Transparent and timely communications internal to the SHS governance structure will allow stakeholders to better identify who makes what decisions, when, and why. Finally, communications about how to access SHS resources can be improved through shared communication practices across the Greater Portland region.

---

## **Priority IV: Continuity and sustainability**

For the full potential of SHS investments to be realized, participants need a continuous service delivery array, guiding principles behind methods, and a definition of success that can serve as a north star throughout SHS's funding, regardless of changes in leadership within various government and nonprofit partner entities.

### **Summary of Recommendations for Priority IV**

Metro can safeguard continuity in SHS service delivery arrays by examining ways for the Intergovernmental Agreement (IGA) to codify and sustain guiding principles through leadership transitions.

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## **Priority V: Wider recognition that SHS is critical to the social safety net**

Ending homelessness requires interventions from several sectors, including housing, health care, behavioral health care, social services, and benefit and entitlement partners (e.g., SNAP, Social Security Administration, Disability Determination Services).

A strong focus on equity in service provision and on opportunities for people with lived experience to contribute to regional and county decisions was a throughline in our key informants' responses. The [Lived Experience Advisory Boards](#) section describes groups that further these goals, with recommendations for elevating their contributions to SHS oversight.

### **Summary of Recommendations for Priority V**

Forming strategic partnerships and building on the strengths and resources from each system of care are critical steps.

## **Maps to Support Clarification and Improvement**

A set of maps was created in response to community feedback desiring a clearer understanding of SHS system aspects. Each map is a high-level, simplified representation intended to aid the reader in visualizing a specific process or role within the SHS system. These graphic representations are not meant to stand on their own, independent of the report.

[Structure & Oversight Map: Oregon Metro SHS](#) (Appendix B) illustrates how SHS tax revenue flows from the community, through the City of Portland to the Greater Portland region, and back to supporting the community. While SHS is co-created with the counties, this map diagrams and zooms in on the specific roles of Metro Council and the Metro Housing Department in directing SHS funds to county partners. Examine this map first, followed by the [Program Investment Maps](#) (Appendices C1–C3), which depict individual county-level investments as of the end of FY 2025. These maps provide a visual snapshot of the level of SHS funding each county is working with; explains how SHS funds are determined; and shows the impact of these investments on counties' plans to address homelessness and housing instability.

Next, the [Pathways to Housing Map: Greater Portland Region](#) (Appendix D) was created to respond to feedback from multiple stakeholders asking for a clear representation of how an individual or household (HH) moves through the homelessness response system. This map shows the journey of an individual or household that is experiencing a homelessness or housing instability crisis, and identifies the avenues available to access homelessness prevention, emergency shelter, and permanent housing resources in the area.

Finally, [Decision Pathway: Greater Portland Region Roles & Responsibilities](#) (Appendix E) outlines recommendations to improve SHS continuous quality improvement and performance monitoring, program delivery, funding allocation, investment strategy, and the identification of needs and gaps.

Each of these maps can be found in a separate Appendix at the end of the document.

## Building on a Strong Foundation

The Greater Portland region has been committed to the work of ending homelessness for as long as homelessness has existed in this area. Thanks to local leaders with the vision to fund the system more substantially across the region, [Measure 26-210](#) was approved — and SHS funding has brought an unprecedented level of investment in services. These funds are far more flexible than those provided by the federal government, and thousands of people have successfully been served. Still, SHS's impact could increase with improved coordination and through leveraging additional funding sources. TAC recognizes the many potential impacts of new U.S. Department of Housing and Urban Development (HUD) [Continuum of Care](#) (CoC) funding priorities and [Medicaid work requirements](#) on the Portland region's efforts to end homelessness for everyone. If implemented, the recommendations in this report could reduce the negative impact of federal cuts — and will surely improve transparency and communication to the public on the significance of SHS for community members who experience homelessness.

# Introduction

In May 2020, voters in the Greater Portland region approved [Measure 26-210](#) to fund services for people experiencing or at risk of homelessness. Revenues fund the Supportive Housing Services (SHS) program, which is overseen by the Metropolitan Regional Government (Metro) and assists each of the three counties in the Greater Portland region by funding services in outreach and shelter; placement into housing; rental assistance; advocacy and case management; mental and physical health; language and cultural needs; education; employment; addiction and recovery; tenant rights; and efforts to strengthen and expand the systems that deliver these services.

Based on the most recent [annual county reports](#) on Metro's website, Metro and its counties report significant gains, resulting in:

- **10,468** households being placed in housing
- **21,823** households being served through homelessness prevention
- **3,216** shelter units being created and sustained

Metro and the counties and cities that make up the Portland region should be proud of their unrelenting work to implement SHS, and can rightfully celebrate their major accomplishments in serving so many households — especially in a time when deeply affordable housing was in short supply, the COVID pandemic disrupted systems, and the nation coped with a steep rise in lethal illicit drug use. Leadership within the Portland region includes people who have dedicated their entire careers to ending homelessness, and many lives have been directly affected by their work. These leaders bring exceptional subject matter expertise in federal, state, and local policy areas; in the implementation of [evidence-based practices](#); and in frontline program experience. The region is home to individuals who have shaped the policy and practice landscape both locally and federally, and who have worked to pass legislation and local measures to infuse more funding into programs and initiatives that address the needs of people who are homeless. Still, there is more work to do to fight the root causes of homelessness — causes which will persist until the United States can address its severe shortage of deeply affordable housing and sufficiently fund community behavioral health systems and services as well as benefit and entitlement programs.

Ongoing efforts to create greater efficacy and efficiency will produce additional gains, but new threats are yet to be fully understood, such as changing guidelines to HUD Continuum of Care funding and potential new Medicaid eligibility requirements, including participation in work and treatment.

In April 2025, Metro Council President Lynn Peterson engaged the Technical Assistance Collaborative (TAC) — a nonprofit organization dedicated to supporting our nation’s human services, health care, homelessness, and affordable housing systems — to evaluate how the 2020 voter-approved SHS taxes are utilized and to recommend opportunities to improve cross-county and cross-system alignment and regionalization. TAC’s contract to support this evaluation began on June 1, 2025, and will be completed by the end of August 2026.

The SHS program is a complex system co-created by Metro Regional Government and the three Greater Portland counties to invest in solutions addressing homelessness and housing instability in the region. Metro Regional Council authorized the tax measure, which is collected through the City of Portland and distributed through the Metro Housing Department to Clackamas, Multnomah, and Washington counties. The [Regional Policy and Oversight Committee](#) (RPOC) is supported by the Metro Housing Department and is charged with SHS oversight and planning. The [Structure & Oversight Map](#) (Appendix B) illustrates the roles of Metro Regional Government and RPOC in collecting, overseeing, and distributing SHS tax funds as they flow from the community through the City of Portland to the Greater Portland region and back to supporting the community.

Many content-rich reports, data dashboards, and visual depictions have been developed to explain how each county and the Greater Portland region measure the output, outcomes, and impact of SHS fund investments in service of larger county goals to address homelessness and housing instability. However, this information is not always packaged in an easily digestible way. Key informants, listening session participants, and survey respondents noted that data showing impact is often embedded in multi-page reports; infographics and dashboards differ in how data is collected and presented; and it is hard for people to grasp how SHS complements and enhances other key funding that local jurisdictions use to achieve shared homelessness prevention and intervention goals.

To begin to address these concerns, TAC designed a set of [Program Investment Maps](#) (Appendices C1–C3), which present a quick snapshot of individual county-level investments as of the end of FY 2025, highlighting the level of SHS funding each county is working with; how SHS funds are determined; and the impact of these investments on counties’ plans to address homelessness and housing instability.<sup>1</sup>

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1. Limitations of *Program Investment Maps*: A multitude of data is collected across the region; however, communities do not share the same methodologies to report data. Data for these maps is pulled from each county’s quarterly and annual SHS reports to Metro. Further, due to limitations in time and in data access, these investment maps represent only SHS data points. A stronger map could be created showing the full universe of homelessness response system funding and numbers served in a county, specifically indicating the impact (percentage) of SHS investments in supporting the county’s overall efforts.

Homelessness response is a complex system of care designed to help individuals and households who are experiencing a homelessness crisis. The [\*Pathways to Housing Map: Greater Portland Region\*](#) (Appendix D) shows the journey of an individual or household that is experiencing a homelessness or housing instability crisis. With a simplified format, this map shows methods to access homelessness prevention and crisis services, such as emergency shelter. It depicts how the pathway to permanent housing resources — like Rapid Re-Housing (RRH), Permanent Supportive Housing (PSH), and regional long-term rental assistance (RLRA) — leads through local Coordinated Entry systems. The map also identifies locations within the system where households are at risk of falling into or returning to homelessness, and shows how street outreach teams and social service agencies can connect people with shelter, services, and access points.<sup>2</sup>

This map can be customized by individual counties with local names and contact information for key resources and services, helping both people in crisis and concerned community members to quickly identify how to get help and link to access points. At a policy level, the map can help orient new policy leaders to the complexity of the homelessness response system, highlighting strengths as well as opportunities for improvement and additional safety net services.

## Scope of Work and Methodology

### Phase 1: Conduct pre-scoping activities

During Phase 1 of this contract, TAC consultants met weekly with the Metro Housing Department project manager, and conducted a desk review of websites; data; reports; audits and evaluations; and media coverage generated from each county's work to end homelessness. Metro staff invited key informants representing the Metro Housing Department; Washington, Clackamas, and Multnomah counties; and the Mayors' Consortium to contribute their input, which TAC collected using a semi-structured interview guide developed in partnership with the Metro Housing Department. Findings from the combined interview responses were used to finalize the TAC scope of work in September 2025.

Pre-scoping interviews and the desk review made clear that SHS is a complex system with multiple interrelated entities and interactions, working with local and regional systems to address homelessness and housing stability in the Greater Portland region. These interrelated systems have their own [\*performance indicators\*](#), outcomes, interventions, and evaluation processes in place at the program level, the city/town level, and the county level. Complex systems are non-linear, with feedback loops that display new collective behavior arising from the interaction of simpler components.

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2. Limitations of *Homeless System Flow Map*: There was insufficient time to build a comprehensive system flow map for each county; however, using the general flow map provided, counties can create a simplified visualization of the process from the individual/household perspective.

For example, a city's effort to address [unsheltered homelessness](#) may not align with the county's efforts, which may not align with the regional effort. The result of ongoing prevention and intervention methods in the homelessness response, health, behavioral health, law enforcement, and other sectors could have greater impact if the systems were functioning better and if services more consistently complemented each other toward desired outcomes.

Evaluating a complex system requires moving beyond the individual entities and jurisdiction-level policies, procedures, and outcomes found in guiding documents and reports. Through the pre-scoping activities described above, TAC was able to determine its system evaluation parameters to examine areas of interaction that are supporting or hindering the SHS program in fulfilling its taxpayer-funded mandate. Specifically, TAC was interested in these questions:

- ② Where are gaps, duplications, and slowdowns in the SHS system hindering efficiency and effectiveness?
- ② Where are the interacting entities and participating systems (homelessness response, behavioral health, etc.) in alignment or in conflict?
- ② Where are the people who participate in SHS-funded housing and services receiving support? Where are they experiencing harm?
- ② How do systems and practices support or hinder the [equity principles](#) built into SHS?

The strengths and challenges illuminated by this system analysis offer opportunities to work on solutions that will smooth system misalignment and improve system efficiency and efficacy. Only when these interaction spaces are identified and elevated can the community work toward shared solutions.

### ***Phase 1 Deliverables***

- ① Source catalogue of websites, media, data, and reports that can be added to as needed
- ① Clearly defined scope of work for the system evaluation

## Phase 2: Engage community partners, government entities, and people with lived experience of homelessness<sup>3</sup>

From late October through mid-November 2025, TAC conducted 10 key informant interviews with Metro, county, and partner organizations representing decades of experience in affordable housing and services to end homelessness. TAC designed an interview guide and a prototype of *Structure & Oversight Map: Oregon Metro Supportive Housing Services (SHS)* (for final version, [see Appendix B](#)) to use during these interviews.

Of 15 individuals identified as potential key informants, TAC was able to schedule interviews with 10:

- Two Metro Housing Department SHS representatives
- Two Multnomah County representatives (one of whom staffed the Tri-County Planning Body (TCPB))
- Two Clackamas County representatives (one of whom also served on the TCPB)
- Three Washington County representatives (one of whom also served on the TCPB)
- One community-based provider

In early January 2026, TAC facilitated four virtual listening sessions with thirty-two community partners identified by Metro Housing Department staff (including business leaders, housing and service providers, Metro staff, and SHS staff from the three counties). In partnership with the Metro Housing Department, TAC developed an interview guide for these sessions which explored SHS's local and regional priorities; SHS's strengths; and unrealized opportunities to address system gaps, clarify roles, and improve system efficiency. Additionally, TAC shared the prototype structure and oversight map to clarify Metro and the counties' roles.

In late January, the TAC team facilitated six in-person listening sessions in the three counties. SHS staff, service providers, and community partners were invited to join the morning sessions. During the afternoon sessions, TAC met with people who had experienced homelessness in the county where the session was being held (largely members of each county's Consumer Advisory Board); these participants were compensated with stipends for their time. TAC facilitators and Metro Housing Department staff informed all listening session participants that they would receive a summary of findings following the analysis. In total, 51 people participated in the in-person listening sessions; 30 were people with lived experience of homelessness, and 21 were SHS Metro and county staff, SHS contracted providers, or partners who do not receive SHS funding. TAC developed the interview guide for these sessions in partnership with Metro Housing Department staff, as well an updated

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3. Limitations of community participation: TAC staff worked with the Metro Housing Department to identify and locate participants from across the tri-county region, seeking diversity in experiences and demographics. Despite a strong focus on increasing diversity and culturally specific organizations, representation of people of color was limited, with the greatest diversity of providers, system leaders, and people with lived experience located in Multnomah County. The recruitment of people with lived experience was conducted through lived experience advisory bodies, which may have excluded some voices and perspectives, including local Tribal communities. These demographic limitations mean that we may have missed some key areas of system function.

prototype of the *Structure & Oversight Map* (see final version in [Appendix B](#)), informed by the virtual listening session respondents.

In addition to offering another round of updates to the prototype Structure and Oversight map, morning session participants were asked to prioritize four areas for improvement pulled from the key informant interviews and virtual listening sessions. They largely affirmed these priorities and added a fifth. These five priorities are outlined in the Priorities and Recommendations section below. Afternoon sessions were focused on personal experiences with system flow and accountability, and on recommendations to improve system function and increase meaningful participation and decision-making for people with lived experience.

Upon completion of all listening sessions, TAC, in partnership with Metro Housing Department staff, developed a survey instrument to solicit input from other Metro-identified groups and individuals who had not participated in any of the above engagements. Metro Housing Department staff disseminated the survey by email in late March. A total of 56 people completed the survey before the two-week deadline.

**Figure 1. Survey Respondent Representation**

- People who have Experienced Homelessness: 27%
- Service Providers: 68%
- Community and Business Partners: 21%
- Metro, County, and City Administrators: 7%
- Other: 21%

Throughout Phase 2, TAC conducted theme analyses of findings from each of the engagements, and of survey results. Deliverables from Phase 2 include:

- ☑ *[Structure & Oversight Map: Oregon Metro Supportive Housing Services](#)* (Appendix B) shows the specific role of Metro departments and the Regional Policy and Oversight Committee in the flow of SHS investments to counties.
- ☑ Three county-level *[Program Investment Maps](#)* (Appendix C) show both the impact of SHS investments through FY 2025 and the percentage of SHS funds relative to other funding sources used to address homelessness and housing instability.
- ☑ *[Pathways to Housing: Greater Portland Region](#)* (Appendix D) is a template of the journey an individual or household takes from a homelessness crisis back to stable housing. This template can be customized by county to help the community understand how programs and services flow together to prevent and intervene in a homelessness crisis.
- ☑ *[Decision Pathway: Greater Portland Region Roles and Responsibilities](#)* (Appendix E) shows the high-level roles and responsibilities of each entity in the SHS system with relation to authority and decisions about appropriations of funds, reporting, and accountability processes.
- ☑ *[The Homeless Data Crosswalk for the Greater Portland Region](#)* (Appendix F), for use by Metro staff and the newly formed Regional Policy and Oversight Committee, identifies data sources currently available for use in decision-making and strategic planning.

- ✓ The [TAC Metro SHS On-Site \(January 2026\) Summary](#) (Appendix G) describes findings from in-person and virtual listening sessions.
- ✓ [Metro Council Supportive Housing Services \(SHS\) Online Survey: High-Level Themes & Key Trends](#) (Appendix H) describes findings from in-person and virtual listening sessions.

### **Phase 3: Generate and present report**

TAC generated this report during Phase 3 and is scheduled to present its priorities and recommendations at the August 2026 SHS RPOC meeting.

# Priorities and Recommendations

Based on findings from the engagements described in Phase 2, TAC identified five priorities for improved efficiency and efficacy. These priorities are detailed here, accompanied by recommendations to address each one.

One of the strengths of the community is the many engaged partners and initiatives underway to continuously improve both the SHS system and the experience of the providers and participants. TAC acknowledges that some of the following recommendations may already be in place or underway in the community.

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## **Priority I:**

**Clarification of Metro's authority, roles, responsibilities, and limitations**

*“Transparency isn’t just about what’s posted online, it’s about knowing who decides what, and why.” – SHS PROVIDER*

Based on stakeholder engagement and survey findings, Metro's primary responsibilities under the SHS funding initiative are to steward funded programs and to convene partners to address issues that cross jurisdictional boundaries. Area key informants consistently affirmed that Metro is most effective as a neutral convener and a stabilizing regional entity, rather than as a direct operator or prescriptive manager. For maximum effectiveness in SHS, clear boundaries must be evident between the roles, authorities, and responsibilities of each entity in the system. Key informants who brought this priority forward specifically recognize that people with lived experience should play an important role in all levels of decision-making, design, implementation, and evaluation.

## Priority I Recommendations

### *Metro as Steward*

1. ☑ Metro and the RPOC will need to examine the SHS Intergovernmental Agreement (IGA) for an analysis of feasibility and gaps that need to be addressed in order to implement the recommendations throughout this report.
2. ☑ Focus on standardizing expectations for counties, while recognizing that counties may each choose different ways to meet the same expectations. Rather than prescribing program design, Metro should focus its accountability efforts on outcomes (e.g., housing stability, access equity, system flow).
3. ☑ Orient oversight functions within Metro and RPOC toward outcomes, system performance, equity, and continuous quality improvement rather than compliance alone. Address any misalignment between administrative expectations and frontline conditions, drawing on service provider insights in determining how to improve alignment. Providers further emphasized that their expertise is underutilized at the system level.

*“There is a huge gap between administrative requirements and what actually happens on the ground.”* – SERVICE PROVIDER

*“More service provider insight is needed at the decision-making tables.”*

– SERVICE PROVIDER

4. ☑ Without superseding county contracting and implementation processes, establish funding and contracting structures that support accountability and regional consistency, including:
  - Multi-year contracts, where feasible
  - Predictable and timely reimbursement
  - Clear expectations for data reporting — including efforts to minimize duplicative reporting and administrative burden in all jurisdictions
  - Clear explanations of how data is used in decision-making
  - Mechanisms for candid provider feedback without fear of retaliation
5. ☑ Fund cost/benefit analyses to document for the public both the costs of different interventions (shelter, [Regional Long-Term Rent Assistance](#) vouchers, [Rapid Re-Housing](#), rental assistance, [Permanent Supportive Housing](#)) as well as the potential savings from successful interventions (fewer emergency department visits, inpatient bed days, and deployments of emergency services; higher reliance on [Federally Qualified Health Centers](#), [Community Mental Health Centers](#), and substance treatment providers to manage health and behavioral health conditions).
6. ☑ Invest in evaluating SHS-contracted services and assessing performance against adopted outcome measures and client and provider satisfaction. Incorporate satisfaction surveys into monitoring protocols to support transparency, accountability, and continuous quality improvement.

7. ☑ Enlist trusted messengers from community-based organizations to elicit honest feedback from clients and providers who identify as members of those communities.

*“We need a mechanism for sharing feedback from our direct service staff about what they see at the client levels.”* – SHS SERVICE PROVIDER

*“Have a hotline or ombudsperson for people to report observations, experiences, or concerns that they might be fearful of sharing publicly.”*

– SHS SERVICE PROVIDER

8. ☑ Support training and technical assistance (TA) for providers who are not meeting performance indicators, helping them standardize their practices, policies and procedures, data collection, documentation, and monitoring.
9. ☑ Offer TA and learning support when performance gaps are identified, before escalating corrective action. Explore this level of TA based upon a county’s specific needs.
- Work together with culturally specific service providers to ensure that performance indicators do not carry hidden bias; accept promising practices and “practice-based evidence” when such interventions are shown to work more effectively in specific populations.

### *Metro as Regional Convener*

#### *Strategic Oversight and Alignment*

10. ☑ Position RPOC as a learning and accountability bridge, not an enforcement body. Rather than relying on strict compliance checks, the committee can use shared data to highlight what is working and collectively troubleshoot what isn’t. Reinforce each county’s autonomy and existing expertise in adapting its own use of funding to meet its needs.
11. ☑ Track state, county, and city homeless-related plans and investment to inform the RPOC and partners about available solutions, overlapping priorities, and critical service gaps.

#### *Operational Coordination*

12. ☑ Convene diverse stakeholders to address system integration. Bring together counties, providers, and lived experience advisory boards (LEABS) to tackle mobility and service gaps.
13. ☑ Facilitate transparent communication and promote regional alignment while preserving county decision-making authority and flexibility in service design and delivery.
14. ☑ Support best practices in cross-county care coordination: host case conferencing across

counties using by-name lists, facilitate warm handoffs, and assist people with basic needs while they wait for enrollment.

### *Centering Equity and Lived Experience*

15. ☑ Promote meaningful **racial equity**, diversity, and inclusion; examine system processes that may advantage or disadvantage specific demographic groups; and move beyond baseline representation by establishing clear pathways to impact. One SHS provider stated, “Representation doesn’t always mean voices are heard.”
16. ☑ Embed a regional LEAB within the SHS governance structure to ensure that lived experience directly informs funding priorities, system performance, and program design. Ensure that LEAB members are integrated into key advisory and oversight discussions to improve alignment between policy and frontline realities.
17. ☑ Value and integrate advisory input: compensate individuals with lived experience for their time and subject matter expertise, and ensure that advisory input is visibly reflected in Metro and RPOC decisions and communicated back to participants, partners, and the public. People with lived experience expressed readiness to contribute at a deeper level, noting they are “hungry to be involved to help design what actually works,” and wish to weigh in on designing the places they want to live and the programming they need most.

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## **Priority II: Regional problem-solving for shared concerns**

*“I want more services that are easily accessible for those already homeless and those who it is still preventable for. Navigation centers that help with lots of basic needs: health care, childcare, education, employment, rental assistance.”*

— SURVEY RESPONDENT WITH LIVED EXPERIENCE

Each of the counties in the Greater Portland region has its own unique strengths and culture — and each has invested SHS funding into programs and service delivery methods that work best for its own community. At the same time, key informants across the Greater Portland region elevated shared concerns, such as the desire for more efficient and effective service delivery for cross-county population migration; ways to ensure coverage of the region’s full geography through strategic program placement and the sharing of resources; and opportunities to address gaps in the regional continuum of services. While the Metro Housing Department is uniquely positioned to advance several desired regional activities, the IGA currently requires that counties agree before work can advance.

## Priority II Recommendations

1. ☑ Analyze and consider amending the IGA to grant more independent authority for the Metro Housing Department to move RPOC-identified regional actions forward.
2. ☑ Work with RPOC on policies to determine whether and how specific SHS-funded services can be accessed by people who move from one county to another, and how people can access services that are offered nearby but in a neighboring county. One regional solution suggested by key informants in Phase 2 was to build a universal application that people experiencing homelessness can fill in once to apply for multiple temporary and [permanent housing](#) solutions. Pairing this with “shared data, shared coordinated access, and shared HMIS [Homeless Management Information System]” would enable people in crisis to move between counties without restarting the application process.
3. ☑ Monitor state and local government agendas for policies that relate to the aims of SHS investments, and apply a policy analysis for opportunities and potential conflicts. Apply an equity analysis for unintended bias. Prepare briefs on opportunities to work collaboratively to achieve regional policy goals.
4. ☑ Establish and disseminate an accessible catalogue of data and evaluation sources to save time and resources and assist the RPOC and county partners in regional decision-making. For example, the [Homeless Data Crosswalk for the Greater Portland Region](#) (Appendix F) prepared by TAC and the Metro Housing Department identifies where different data sets are located and could save partners from having to request data from Metro and counties.
5. ☑ Support RPOC in developing shared metrics that identify gaps in services, and fund services in those geographic areas to meet the immediate stabilization needs of people experiencing a housing crisis.
6. ☑ A regional LEAB (see “[Metro as Regional Convener](#)” recommendations above) can elevate consistent insights from people navigating homelessness services. The regional LEAB can convene representatives from each county’s LEAB, with strong representation of racial, ethnic, and other marginalized identities, who can identify systemic barriers, highlight emerging trends, and co-develop solutions to cross-jurisdictional challenges such as service access, mobility, and coordinated entry processes. By pairing lived expertise with regional data and policy analysis, the regional LEAB can help identify trends and gaps in service delivery and inform the design of more seamless and user-centered systems, including shared applications or navigation improvements.
7. ☑ Ensure that additional resources are invested in the infrastructure necessary to sustain and expand the existing partnership between counties and Health Share of Oregon.
8. ☑ Utilize and analyze population health-related data and scale care coordination pilots with promising early results. By continuing to identify [high-acuity](#) individuals who are frequent utilizers of emergency departments, inpatient beds, and crisis response, leaders can offer more tailored and intensive stabilization services (e.g., medical and behavioral health respite care, residential treatment) and housing that meets these individuals’ needs.

## Priority III: Consistent, accessible marketing and public communication

*“It feels like decisions are being made somewhere else, and by the time we hear about them, they’re already done.”*

— SERVICE PROVIDER

This priority encompasses Metro’s external communications projects, its internal communication protocols, and the practical information shared with users of SHS services. Many listening session participants and survey respondents want Metro to more assertively promote a common narrative of its successes through social and news media using concise, plain language. TAC’s review also identified uncertainty among partners regarding how decisions are made internally, which has contributed to frustration, reduced trust, and implementation delays. Finally, those with lived expertise of homelessness desire clear and consistent communication from county service providers on how they can access the resources they need. These key informants expressed frustration at not being able to access support resources; inability to obtain a clear answer on where they are on housing waitlists and how long the housing placement process will take; and lack of clear and consistent guidance and support from street outreach workers, intake specialists, peer providers, and housing case management programs.

### Priority III Recommendations

#### *External Communications*

TAC heard from representatives of each government body and its contracted providers that the public doesn’t understand how SHS funds are being deployed, what they can and can’t be used for, or that SHS is only one source of funding among many others that are needed to address root causes of homelessness. Yet SHS funding has contributed to massive gains in serving thousands of households across the region.

1. ☑ Create an accessible dashboard on Metro’s website and promote it through town halls, other public forums, social media, and news coverage. Data should reflect what matters to the community and include cost-per-outcome.
2. ☑ Engage a reputable marketing firm to develop clear and accessible materials that communicate (via social media, news outlets, and public forums) the purpose, impact, and achievements of SHS. These materials should elevate the voices of people experiencing homelessness, presenting their stories with dignity and respect for the whole person and reflecting their stated needs, drawing from the 2025 [Finding Home](#) study and the 2026 [Pathways Study](#).
3. ☑ Consider developing relationships with local media to promote stories of success. Find area providers who do this well, and explore partnerships with them to promote successes resulting from SHS.

4. ☑ Develop a region-wide public information campaign to make the public aware of SHS achievements and its strategies to continuously improve.
- Consider holding Town Halls in which the public is invited to learn about SHS's achievements, and SHS recipients can share their success stories.
  - Move beyond the dashboard. Utilize [\*Decision Pathway: Greater Portland Region Roles and Responsibilities\*](#) (Appendix E) and the county-level [\*Program Investment Maps\*](#) (Appendix C) to help partners quickly understand the structure and oversight function of Metro in stewarding SHS investments and the impact SHS funding is having in local communities.

### ***Internal Communication***

Some partners and their staff members lack comprehensive and historical knowledge of federal, state, and local efforts to end homelessness, and of evidence-based practices that optimize housing, health, and behavioral health stabilization. Key informants frequently shared their wish for timely communication using plain language to explain decisions, reports, and changes. This theme was often framed as a need for greater transparency within Metro.

5. ☑ Create or modify Metro's communications plan to be more responsive to partners' needs for information in real time. Consider engaging partners in a workgroup to help inform an updated communications plan. Delineate which decisions are made and communicated by Metro vs. Counties in the plan.
- Consider designing a graphic showing who must review and approve decisions, and in what timeframe. [\*Decision Pathway: Greater Portland Region Roles and Responsibilities\*](#) (Appendix E) was designed by TAC to represent proposed improvements and a graphic on how decisions are made and by whom to serve this need. Metro and its partners may opt to revise this resource to include more details and/or changes.
  - Develop brief summaries informing partners of what SHS funds are and are not accomplishing, including evaluation findings and an explanation of how and why equity was centered in the creation of SHS. Key informants acknowledged the necessity of thorough documentation but noted that providers don't have the resources (time, knowledge, context) to synthesize these. Metro should distill high-level conclusions into easily accessible summary presentations, which county leaders can customize to their specific locale.
  - Disseminate marketing materials to partners in a timely manner and support counties by offering face-to-face training on the proposed use of these materials.
  - Develop an easy-to-understand "data case study" with Health Share of Oregon that illustrates how data can be interpreted and used to inform continuous quality improvement. This could be accompanied by a FAQ in plain language.

## Resource Access Communication

Metro is well positioned to work with providers in the Greater Portland region toward shared communication practices, which would greatly improve client satisfaction with services and help providers — particularly staff new to the field — explain service benefits, limitations, and expectations.

6. ☑ Integrate a regional LEAB (see [Metro as Regional Convener](#) recommendations above) into the development, review, and evaluation of both internal and external communications to ensure that they are accessible, relevant, and grounded in real experiences. Regional LEAB members can co-create plain language standards, test communication tools such as dashboards and outreach materials, and ensure that messaging accurately reflects how individuals navigate services.
7. ☑ Provide sample templates for physical resource cards or one-page documents that feature plain language and icons to direct people to local resources. Whenever possible, widely distributed physical materials should include numbers and one-stop locations to reduce the handoffs or referrals a person in crisis will experience in trying to access help.
  - Website landing pages can direct people in crisis to help. Make 24-hour hotline numbers and resource buttons immediately noticeable.
8. ☑ Work with providers toward a [universal education](#) model of resource sharing (see definition sidebar). People who have used services to address homelessness would prefer to receive all critical information up front so that they can make informed decisions about their lives. This includes program eligibility criteria, a list of all documentation that may be needed, non-negotiable rules and expectations, location and hours, and a realistic timeframe for follow-up communication.
  - Invest in coordinated entry navigation resources. Service users and providers alike expressed frustration with coordinated entry systems (CES) that do not offer a clear, easily accessed way to check the status of applications for housing and assistance. Investing SHS dollars in housing navigation resources could close this communication gap and help improve system flow. Some examples of effective navigation resources:
    - Portals that participants can use to identify location on housing waitlists and self-assess eligibility for housing resources

### Universal Education

Universal education is a particularly effective and [trauma-informed](#) method of sharing information that does not require disclosure of need. Universal education models can help inform friends and family, community members, health care, and businesses about homelessness prevention and intervention options, so that they are prepared to respond to a person in crisis. One example of effective universal education is the [CUES intervention](#) for survivors of interpersonal violence, developed by [Futures without Violence](#). While not specifically focused on homelessness, the elements could easily be adapted to the homelessness response system in the Greater Portland region.

- CES navigators who regularly contact participants on waiting lists to engage in housing problem solving, share affordable housing resources, and enroll participants in services and programs. See *[In Their Own Words: Californians' Journeys from Encampments to Housing \(May 2026\)](#)*.

## Priority IV: Continuity and sustainability

*“There is a sense of urgency and economic drivers; a narrative that homelessness is the driver of the poor economic impact. Everyone has their own plan, the Governor, the city, and the county.”* – SHS SERVICE PROVIDER

Addressing the homelessness crisis in the Greater Portland region is a multi-year initiative. Programs and services take time to implement, and to show success. People with lived experience of homelessness, providers of housing and support services, and policymakers all identified a need for solutions that protect continuity of service provision and support long-term sustainability. In the recommendations below, “leadership” is defined broadly to include elected individuals at Metro and in counties and cities; local leaders; nonprofit leadership; and paid professional consultants.

### Priority IV Recommendations

1. ☑ Safeguard the SHS service delivery and array, its guiding principles, and its definitions of success through the IGA or regulations for continuity through leadership transitions.
2. ☑ Formalize the regional LEAB through the IGA, policy, bylaws, or other governance structures to ensure its continuity as a standing advisory board within Metro’s SHS work. Establishing staggered terms, ongoing training, and leadership development for LEAB members will help preserve institutional knowledge and sustain meaningful engagement. As a stabilizing voice grounded in long-term system experience, the regional LEAB can help ensure that policy and program changes remain aligned with established principles and do not disrupt services for the most vulnerable populations.
3. ☑ Develop standard procedures to orient new leaders to SHS’s commitment to equity; its continuity of service delivery and array; its guiding principles; and its definitions of success.
4. ☑ Continue to support continuous quantitative and qualitative data collection for data-driven decision-making. Explore opportunities to replicate successful efforts in Medicaid and homeless system data-matching. [Connecticut](#) offers one example of a state that matches these data sets. One county SHS listening session participant suggested, “Regionalize HMIS and continue cross-sector data integration.” While building a data warehouse or developing data

use agreements may be time-consuming and complicated, in the long term these steps can produce improved data-driven budgeting, evaluation of SHS efficacy, and opportunities for more focused continuous quality improvement and accountability metrics. See [Data Sharing Resources for Health and Housing Partnerships](#), published by the National Academy for State Health Policy.

5. ☑ Invest in customizable data collection and reporting templates that allow municipalities to streamline their data collection processes; multiple data points collected through one form could then be pulled separately for reporting purposes. Include a qualitative outcomes section in reporting to better contextualize the impact of investments.

*“Making everything electronic and online would help to make it easier. Use of user-friendly platform or portals to send reports for simpler process.”*

—SHS PROVIDER SURVEY RESPONDENT

6. ☑ Draw from the [Finding Home](#) study and the [Pathways Study](#) to curate a collection of real-life case studies from people with lived experiences that highlight successes and challenges in their own words; broadcast these through a variety of social media so that the general public, leaders, and partners remain focused on the principles and practices of SHS.
7. ☑ Institute multi-year contracting (referenced earlier under [“Clarification of Metro’s authority, roles, responsibilities, and limitations”](#)) to bridge changes in leadership and provide continuity of services.

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## **Priority V: Wider recognition that SHS is critical to the social safety net**

*“We must first understand the complete funding landscape – federal, state, and local – to be able to prioritize populations and types of services to be funded. SHS is a flexible local source that can be used to braid with, and fill gaps left by, more rigid funding streams.”* – COUNTY STAFF MEMBER

1. ☑ Ending homelessness requires interventions from several sectors, including housing, health care, behavioral health care, social services, Medicaid Coordinated Care Organizations, criminal justice, workforce development, and benefit and entitlement partners (e.g., SNAP, Social Security Administration, Disability Determination Services). Developing strategic partnerships and building on the strengths and resources from each system of care is critical to achieving the region’s collective goals.

## Priority V Recommendations

2. ☑ Consider developing an inventory of systems working together in the counties, noting any results that they track. For example, are there supportive housing or shelter operators who have co-located community health clinics, or days and times in which a mobile medical clinic is on site? Do homeless street outreach programs have streamlined referrals and warm hand-off relationships with landlords? Does a [substance use disorder detox](#) operator have memorandums of understanding (MOUs) with recovery housing operators or residential treatment programs?
  - Continue to build on the existing work to convene partners and explore opportunities to scale up these system partnerships, enhancing opportunities for integrated supportive services between housing, health, behavioral health care, and employment programs that are funded through a variety of sources such as Medicaid, HUD CoC grants, state opioid settlement funds, and Workforce One Stop Centers.
  - Continue to offer technical assistance to help SHS providers engage in other systems and develop partnerships that braid or integrate resources.
3. ☑ To show why partnering with these systems to optimize SHS funding takes time, consult with a contracted marketing firm on how to convey to the public that SHS is just one of many sources of funding awarded to counties and service providers, each with its own contractual obligations for use. This messaging should be part of the efforts to improve communications and marketing (see [Priority III](#)).
  - Move beyond dashboards to create graphics that show how SHS funds interact with other sources of funding for greater impact. For example, the Program Investment Maps for [Clackamas](#), [Multnomah](#), and [Washington](#) counties ([Appendices C1–C3](#)) show both real numbers served and how SHS funds have contributed to homeless services.
4. ☑ Engage the regional LEAB in funding alignment efforts, partnership development, and evaluation of braided funding strategies to ensure that people using services experience them as coordinated and accessible. Regional LEAB members can also assess the impact of funding decisions and inform priorities for populations with the greatest needs. Additionally, involving the regional LEAB in public communication about SHS funding can help clarify how multiple funding streams interact and build public understanding of the complexity of the social safety net. This approach reinforces the importance of centering lived experience in maximizing the effectiveness and impact of SHS as a critical regional investment.

Additionally, TAC worked to understand the opportunities in which people with lived experiences contribute to county decisions (see [Lived Experience Advisory Boards](#) sidebar on the next page).

# Lived Experience Advisory Boards in the Portland Metro Region

## Clackamas County

The Community Homelessness Advisory Board (CHAB) advises the Board of County Commissioners on the county's homelessness response strategies with input from staff, the Housing Services Advisory Group, and other stakeholders. Recommendations from members of the CHAB are advisory in nature and will not direct staff or the Board. Rather, their feedback will be considered in department and County Board decision making on issues pertaining to homelessness.

## Multnomah County

The Lived Experience Advisory Committee (LEAC) is not a decision-making body but acts in an advisory capacity to the Homeless Services Department (HSD) leadership, including the HSD Director and Deputy Director. The HSD provides regular updates about how the LEAC's recommendations were used and the outcomes of those recommendations.

The LEAC may conduct the following:

- Provide input and recommendations on new and continuing Homeless Services Department programming, funding, and policy
- Share information and identify emerging issues and trends within the homeless, recently housed, and at-risk of homelessness communities
- Ensure that the Homeless Services Department is advancing goals, steering policy, and making decisions identified by first-voice people
- Participate in and/or facilitate community engagement activities and events
- Provide a solutions-driven forum for those with lived experience of homelessness to listen to and support each other
- Build community and advocacy capacity of those with lived experience of homelessness
- Participate in specific funding application processes where Lived Experience participation is expected or required

### Supportive Housing Services (SHS) Advisory

Committee: This group includes individuals with lived experience who help monitor the county's implementation of regional housing and homelessness strategies.

Lived Experience Council: Facilitated in partnership with local nonprofits like Shelter Now PDX and the Ground Score Association, this advocacy group holds regular meetings and influences policy

The Transformation Research for Equity & Experience in Shelter (TREES) Committee was established in 2024 to assist with informing procedures for the Pathways study. The committee is made up of 17 members with diverse backgrounds and lived experience of houselessness.

## Washington County

Lived Experience Advisory Committee (LEAC): This committee will be comprised of persons who have experienced homelessness in our community and who are interested in providing feedback and input into the design, impact, and/or discussions about all aspects of the implementation of the Homeless Services strategic and annual work plans, and the various programs making up the homelessness services in Washington County.

The LEAC provides advice and counsel to the Solutions Council, the Washington County Dept of Housing Services, and its partners in support of efforts that strive to end homelessness, as well as to ensure that the unique voice of those with lived experience of homelessness is incorporated throughout the Washington County homeless crisis response system. Council designated entities and committees are encouraged to consult with LEAC while carrying out their delegated responsibilities. The LEAC may be convened in partnership with the Resident Advisory Board that advises Housing Authority activities as well.

# Conclusion

The Greater Portland Region has been committed to the work of ending homelessness for as long as homelessness has existed in this area. Thanks to local leaders with the vision to more substantially fund the system across the region and see a vote approved on the ballot, SHS funding has brought a new level of investment in services to address homelessness and housing instability. These funds are far more flexible than those that come from the federal government and have successfully served thousands of people since the program's inception. This report suggests opportunities to increase the impact of these funds through improved system infrastructure, greater regional coordination between system partners, a strengthened commitment to center the voices of people with lived experience, and leveraging multiple funding and data sources to address shared goals. TAC recognizes the many potential impacts of new federal funding priorities and requirements on the Portland region's efforts to end homelessness for everyone. The strengths and challenges illuminated through this Metro SHS system analysis offer community-driven and best practice opportunities to work on solutions that will smooth the areas of system misalignment and improve both efficiency and efficacy.

# Appendices A–I

|                                                                                                                     |           |
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| <b>Appendix A:</b> Glossary of Terms                                                                                | <b>A1</b> |
| <b>Appendix B:</b> Structure & Oversight Map Oregon Metro Supportive Housing Services (SHS)                         | <b>B1</b> |
| <b>Appendix C:</b> Program Investment Maps                                                                          |           |
| C1: Program Investment Map for Clackamas County . . . . .                                                           | C1        |
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| C3: Program Investment Map for Washington County . . . . .                                                          | C3        |
| <b>Appendix D:</b> Pathways to Housing Map for the Greater Portland Region                                          | <b>D1</b> |
| <b>Appendix E:</b> Decision Pathway Greater Portland Region Roles & Responsibilities                                | <b>E1</b> |
| <b>Appendix F:</b> Homeless Data Crosswalk for the Greater Portland Region                                          | <b>F1</b> |
| <b>Appendix G:</b> TAC Metro SHS On-Site (January 2026) Summary                                                     | <b>G1</b> |
| <b>Appendix H:</b> Metro Council Supportive Housing Services (SHS) Online Survey:<br>High Level Themes & Key Trends | <b>H1</b> |
| <b>Appendix I:</b> Acknowledgments                                                                                  | <b>I1</b> |

## APPENDIX A

# Glossary of Terms

**Affordable housing** – Housing affordable to individuals or families whose income is below the median income of a community, typically costing no more than 30% of the person's income. Affordable housing includes low- to moderate-income households and may or may not involve government programs or subsidies.

**Case management** – A collaborative process where a professional works with individuals to assess their needs, set individualized goals, coordinate services, and ensure that they receive appropriate care.

**Community Mental Health Centers** – State-certified, publicly funded clinics that provide accessible, community-based psychiatric and behavioral health care. They are foundational entry points for the public mental health system and are designed to deliver continuous treatment, particularly to uninsured and low-income populations.

**Detox** – A medical process that helps individuals safely withdraw from substances, particularly alcohol or opioids, while managing withdrawal symptoms that can be dangerous or life-threatening.

**Equity principles** – Lead with racial equity and work toward social justice, by meaningfully engaging Black, Indigenous and people of color, people with low incomes, and other historically marginalized communities in decision making, establishing outcomes, and implementing and evaluating the program.

**Evidence-based practices** – Clinical practices or interventions based on research and empirical evidence demonstrating their effectiveness. It should be noted that the existing evidence base has historically been developed by people who benefitted from institutional racism and at times excludes perspectives from Black, Brown, and Indigenous communities. Culturally specific and emerging and promising practices should always be considered.

**Federally Qualified Health Center (FQHC)** – Federally funded nonprofit community-based health centers or clinics that serve medically underserved areas and populations. FQHCs provide primary care regardless of one's ability to pay. Specialized FQHCs designated as Health Care for the Homeless clinics support specific services to people experiencing homelessness, making their services accessible to the hardest to reach populations of people who are unsheltered. In the Portland region, Central

City Concern, Multnomah County Health Department, Native American Rehabilitation Association, Outside In, and Wallace Medical Concern are Health Care for the Homeless FQHCs. The Oregon Primary Care Association offers a [full list of FQHCs](#) in the Portland region.

**High-acuity** – Physical and behavioral health conditions that seriously affect a person’s ability to function, so that the highest level of resources and staffing are necessary to help them successfully access housing, stabilize in housing, and remain housed.

**Homelessness prevention** – Short-term support for households who are already housed, so that they can avoid homelessness. This includes rental assistance and, in many situations, a case manager who provides support and connection to other resources that help a household stay housed.

**Homelessness** – HUD defines a homeless person as someone who lacks a fixed, regular, and adequate nighttime residence. However, some advocates argue it carries a negative stigma and can imply that the person lacks family, community, or identity.

**Houselessness – Preferred** by many advocates and people living without stable shelter, this term emphasizes that a person lacks a physical house but may still have a home — such as a tent, a vehicle, or a community of social connections.

**HUD Continuums of Care (CoCs)** – A coordinated system of services funded by the U.S. Department of Housing and Urban Development (HUD) designed to assist individuals experiencing homelessness. Continuums of Care are regional and facilitate the coordination of services between different entities supporting individuals experiencing homelessness, such as nonprofit homeless providers, faith-based organizations, governments, public housing

agencies, school districts, social service providers, and mental health agencies. CoCs are responsible for planning and implementing programming to support the homeless individuals and families in their region.

**Lived Experience Advisory Board** – A leadership or consulting body made up of individuals who are currently, or were formerly, unhoused. These bodies empower those with firsthand experience to shape policies, program design, and funding decisions in the homeless response system.

**Medicaid** – A joint federal and state program that helps cover medical costs for people with limited income and resources. The federal government has general rules which all state Medicaid programs must follow, but each state runs its own program. This means that eligibility requirements and benefits vary from state to state.

**Medicaid work requirements** – The Centers for Medicare & Medicaid Services (CMS) released an Interim Final Rule with Comment (IFC) requiring that certain adult Medicaid applicants and enrollees must, as a condition of Medicaid eligibility, meet an 80 hours per month work requirement, through employment, education, work programs, or community service. The rule establishes a nationwide operational framework designed to promote economic stability, self-sufficiency, and independence.

**Outreach activities** – 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 Emergency Solutions Grant street outreach model.

**People with lived experience (PWLE)** – Individuals who have personally experienced homelessness or are currently experiencing housing instability.

**Performance indicators** – Quantifiable metrics used to evaluate the success of an organization, employee, or project in achieving defined objectives.

**Permanent housing** – A community-based housing model, the purpose of which is to provide housing without a designated length of stay.

**Permanent Supportive Housing (PSH)** – A specific housing intervention that pairs a housing unit with long-term rental assistance and long-term health and social services that help households maintain housing stability. PSH is nationally recognized and prioritized for households who have barriers to housing stability. SHS prioritizes PSH for households who have experienced long-term homelessness (usually defined as 12 or more months over three years), live with one or more disabilities, and have very low incomes.

**Placed in housing** – Three different types of support are meant by this housing metric: Permanent Supportive Housing, Rapid Re-Housing, and other housing programs. "Placed in housing" also includes some households who were facing imminent homelessness due to the end of another long-term program.

**Racial equity** – Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion guides all of Metro's work. For SHS it is operationalized by the following: a) People of color will be served at higher rates; b) People of color will get affirming and effective services; and c) Communities of color shape the program.

**Rapid Re-Housing** – Transitional Housing that is designed to support people and families who have recently entered homelessness. It

provides short- and medium-term rental assistance, typically for up to two years. Participants also receive help finding housing if needed, in addition to case management to support stability after moving into a new home. The type of services and length of the rental assistance period are tailored to each individual's or household's unique needs.

**Recovery** – A process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential.

**Regional Long-Term Rent Assistance (RLRA)** – Rental assistance that provides a flexible and continued rent subsidy that will significantly expand access to housing for households with extremely or very low incomes. RLRA subsidies are provided for as long as the household needs and remains eligible for the subsidy, with no predetermined 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.

**Regional Policy and Oversight Committee (RPOC)** – The RPOC serves as the governance committee for the Supportive Housing Services measure. It is charged with accountability responsibilities for the measure, guiding regional coordination and approving regional investments.

**Shelter units created and sustained** – This metric designates new emergency shelter capacity that has been added to a community's overnight shelter system and may also include shelter units that were set to expire (due to lack

of funding) but have been turned into permanent capacity with SHS funding, as well as winter shelter. In addition to congregate (group) shelter beds, this category also includes rooms. This can be a motel room or other type of shelter space to accommodate a family or individual. Shelter units provide a temporary place to stay for people while they resolve their housing crisis.

**Supportive Housing Services** – All SHS-funded housing interventions, including Permanent Supportive Housing, Rapid Re-Housing, housing only, housing with services, homelessness prevention, Regional Long-Term Rent Assistance (RLRA) vouchers, shelter, outreach, navigation services, employment services, or any other services to help households exit homelessness and transition into safe, stable housing.

**Substance use disorder** – A chronic disease where people compulsively seek and use drugs despite harmful consequences. Repeated drug use changes the brain, making it hard to resist intense cravings. These changes can persist,

which is why addiction is considered a “relapsing” disease — people may return to drug use even after long periods of sobriety. Relapse is common but doesn’t mean treatment failed. As with other chronic illnesses, addiction treatment must be ongoing and adapted to fit the person’s needs.

**Trauma-informed** – An approach to treatment that recognizes and responds to the effects of trauma, emphasizing safety, trustworthiness, and empowerment for individuals receiving care.

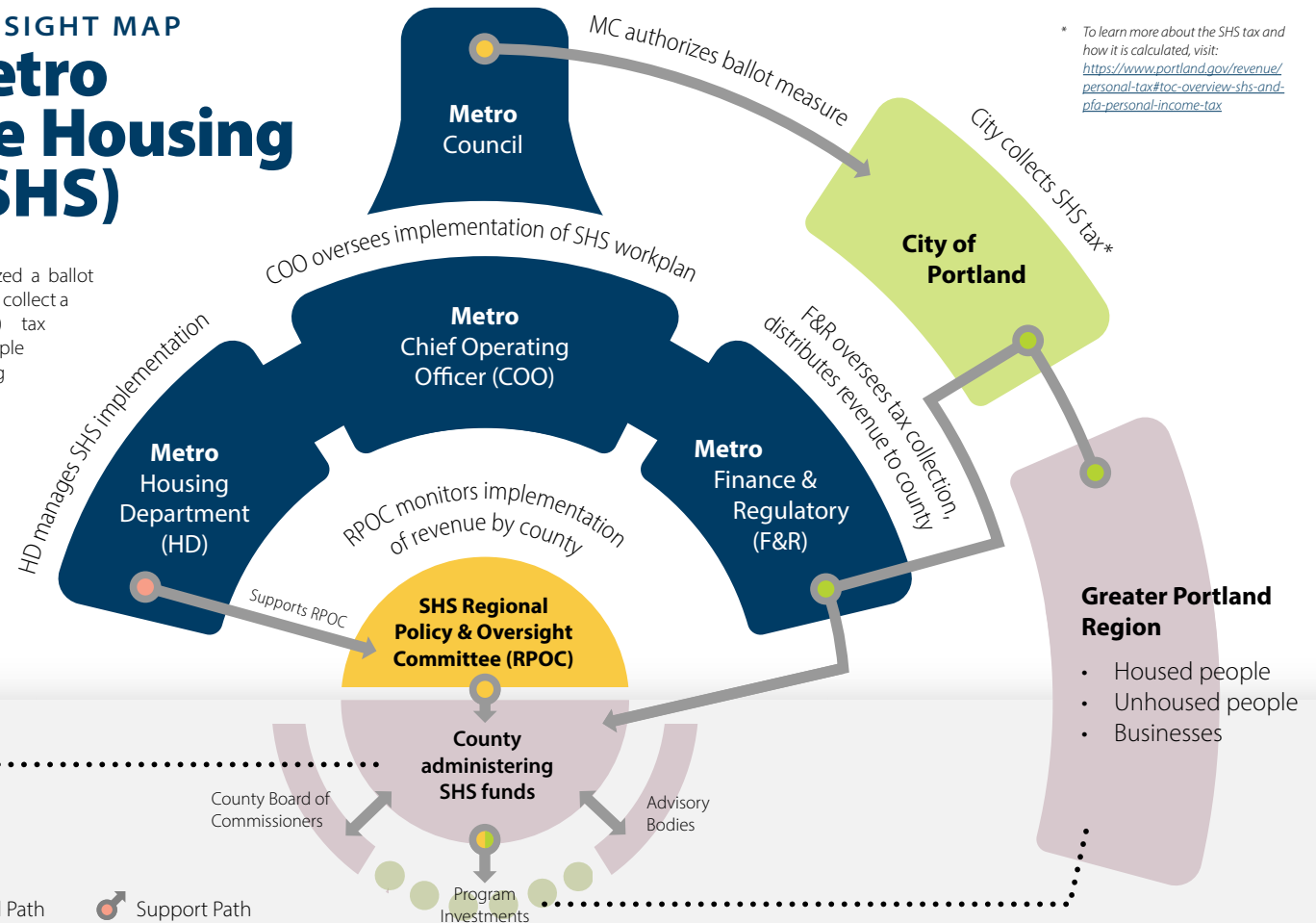
**Trusted-messengers** – are those who have shared identities and experiences of living in, working in, and caring about the same community, is trusted by and can build rapport with people from culturally diverse backgrounds

**Unsheltered homelessness** – A form of homelessness where individuals do not have access to any form of shelter or housing and may be living on the streets or in other places not meant for human habitation.

# Structure & Oversight Map

## STRUCTURE & OVERSIGHT MAP

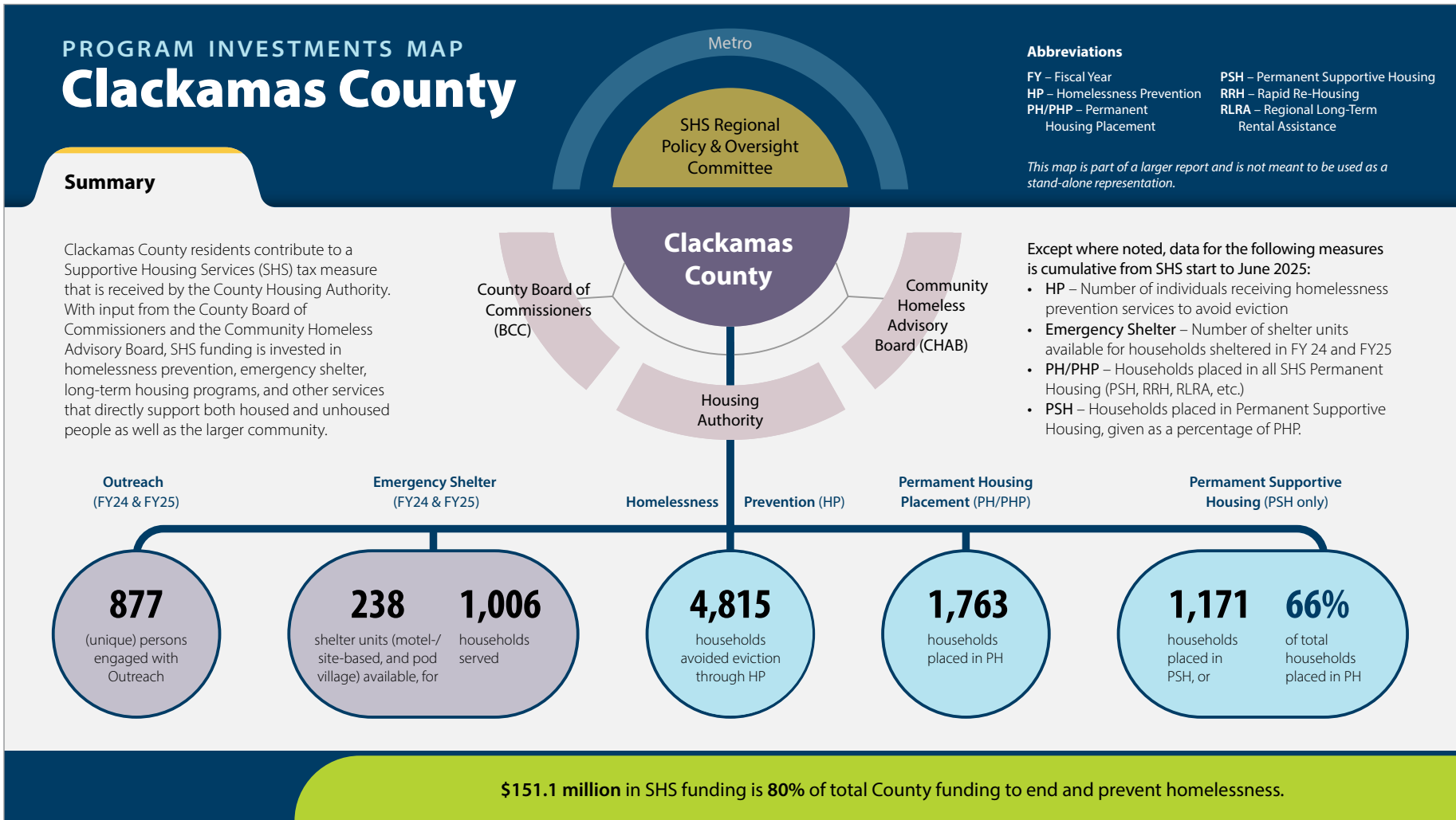
Metro Ordinance No. 20-1442 authorized a ballot measure allowing the City of Portland to collect a Supportive Housing Services (SHS) tax funding an array of services for people impacted by homelessness and housing instability in the Greater Portland Region. *This map diagrams and zooms in on the structure and oversight of SHS at the Metro Regional Government level.* It is part of a larger report and is not meant to be used as a stand-alone representation.



APPENDIX C1

# Program Investment Map

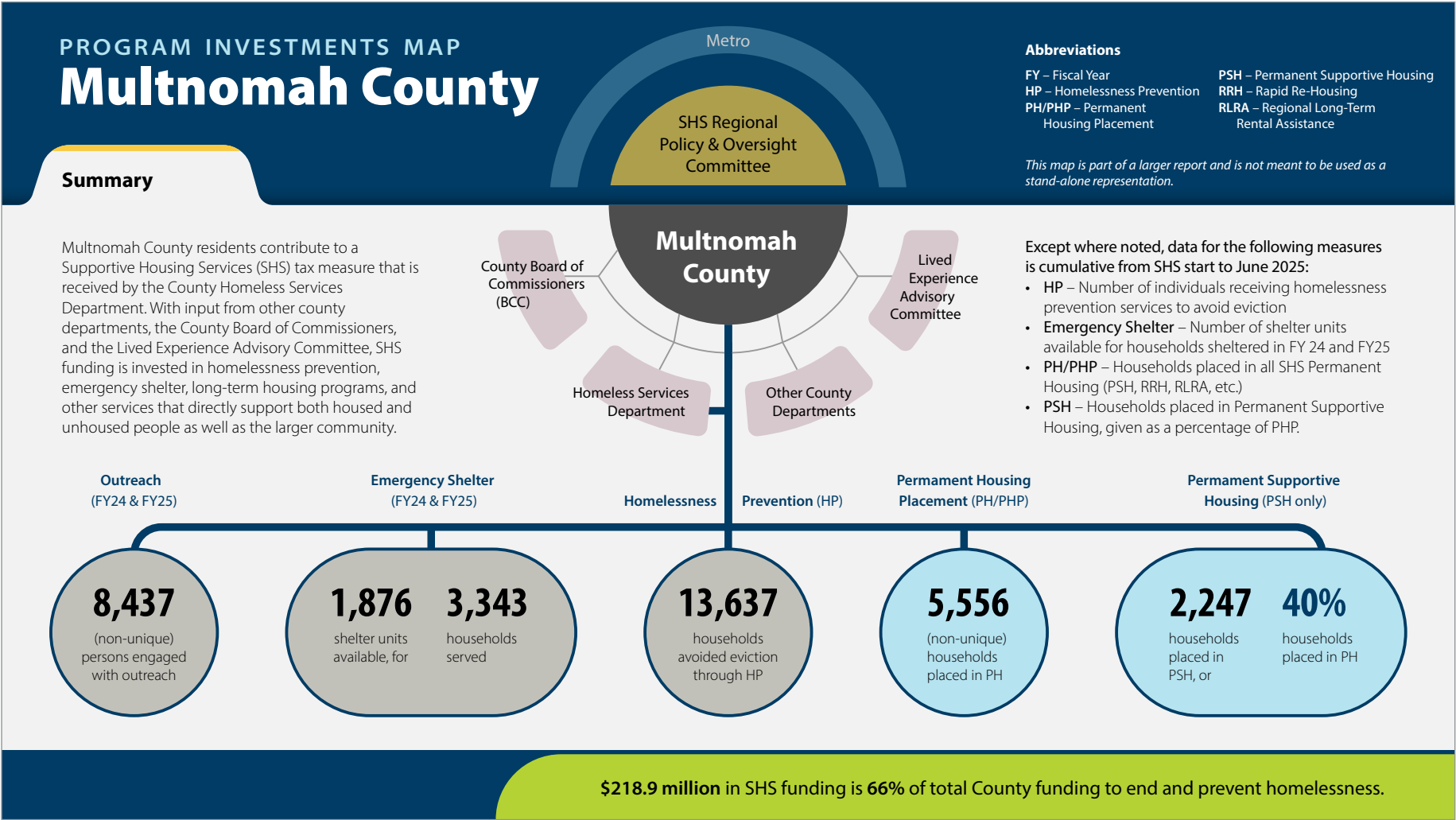
for Clackamas County



APPENDIX C2

# Program Investment Map

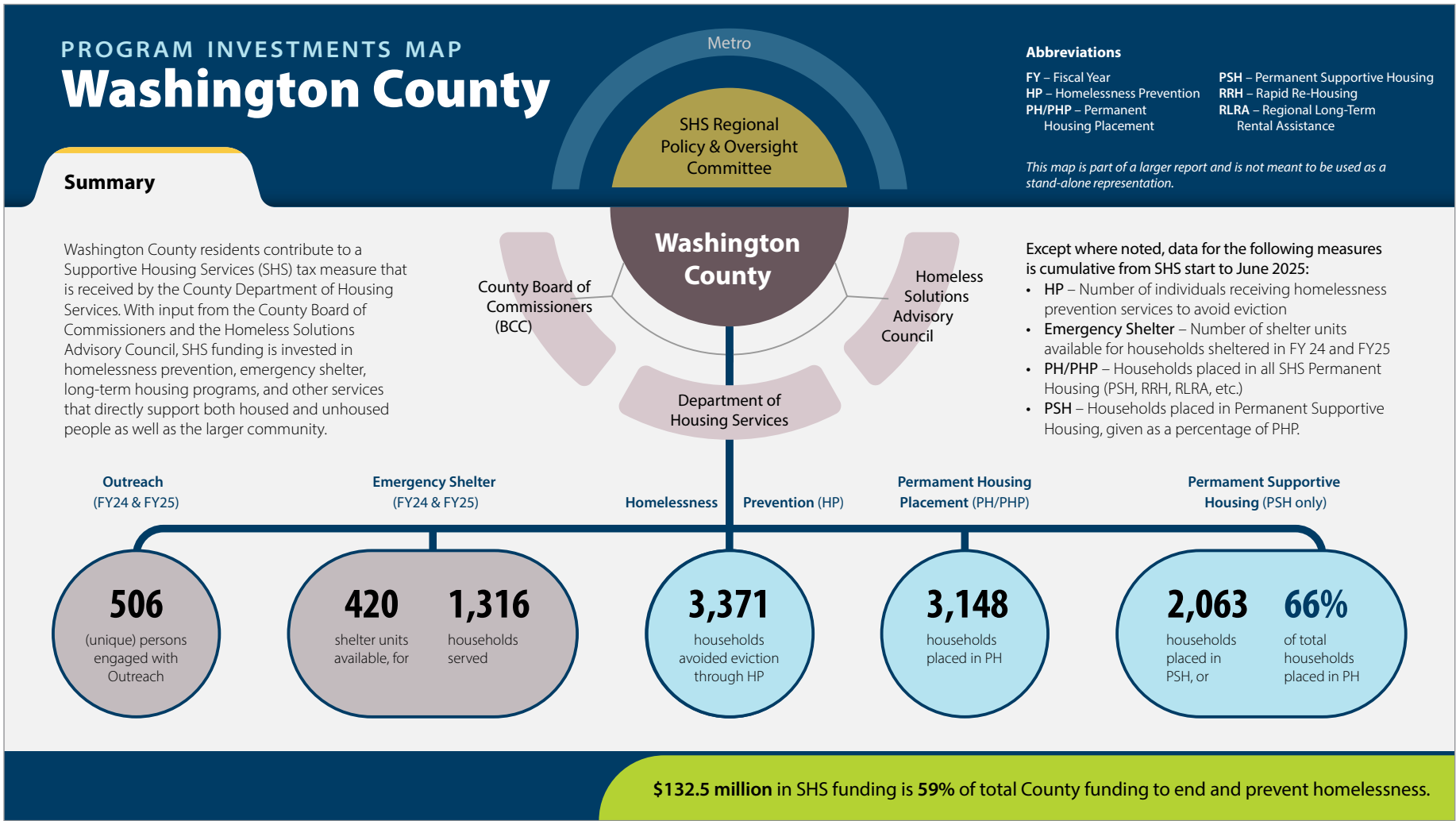
for Multnomah County



APPENDIX C3

# Program Investment Map

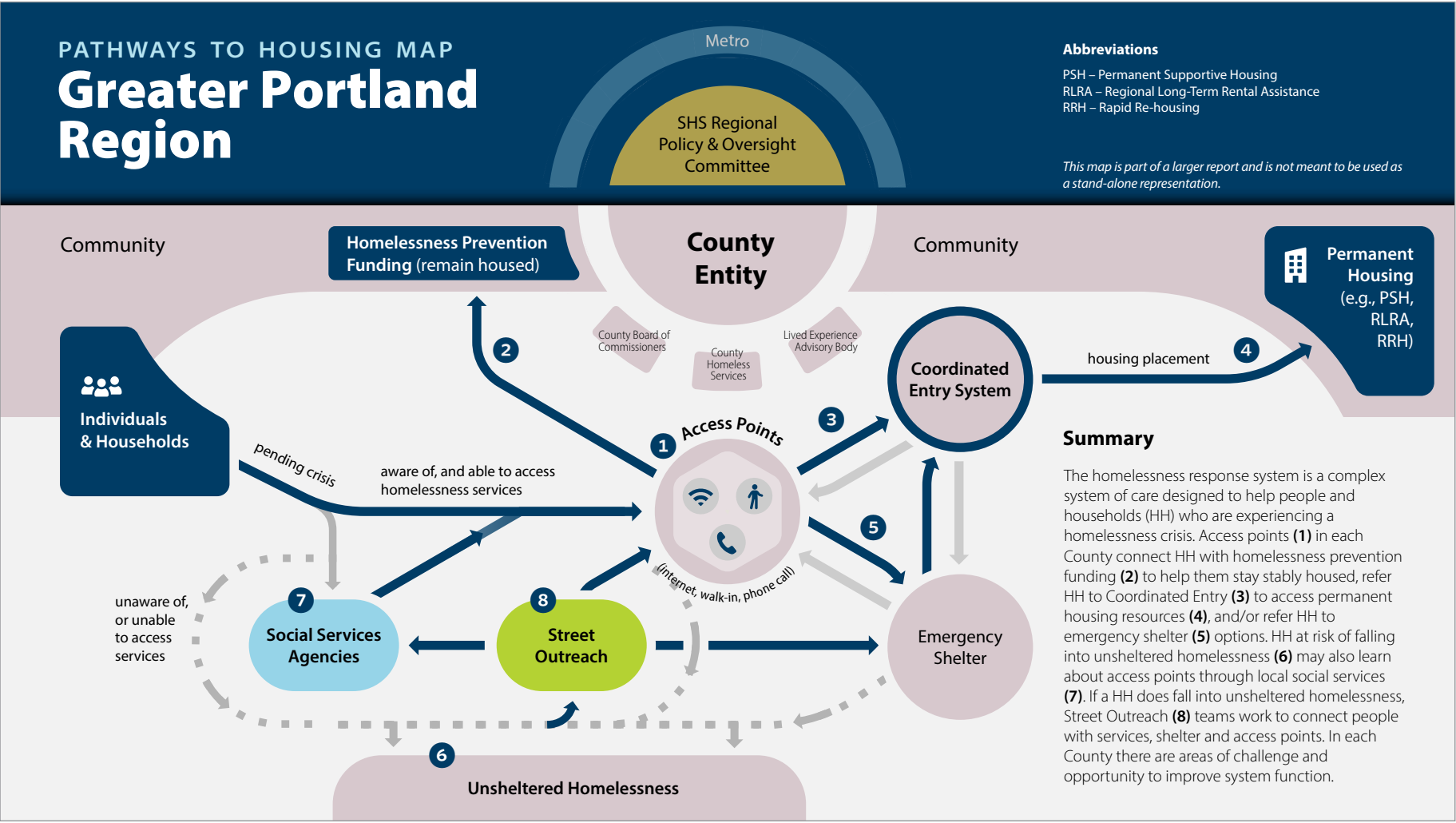
for Washington County



APPENDIX D

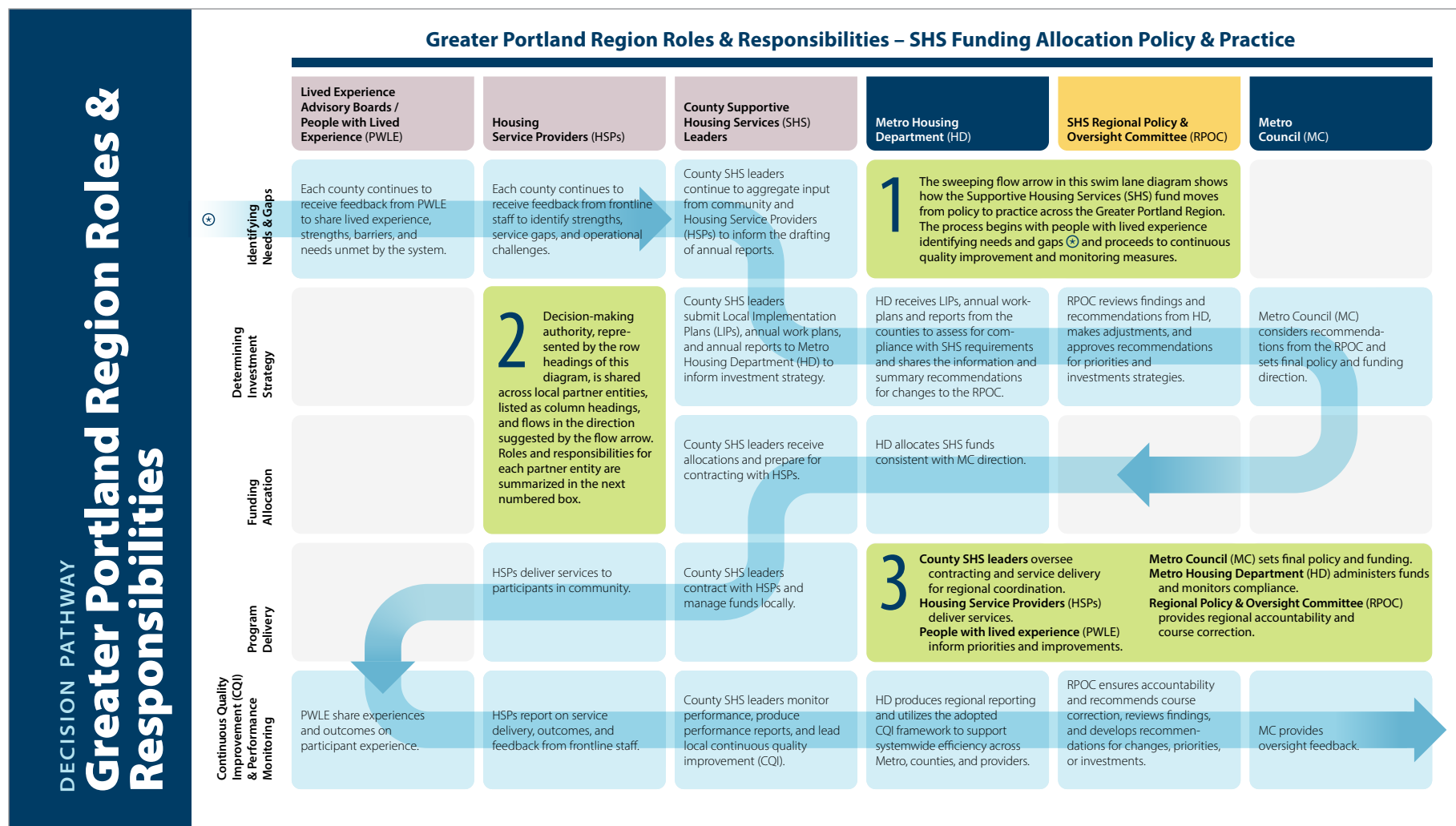
# Pathways to Housing Map

for the Greater Portland Region



## APPENDIX E

# Decision Pathway Greater Portland Region Roles & Responsibilities<sup>1</sup>



1. This map depicts a vision of how decisions can flow through each entity involved in the SHS system. Some system partners that interact with the core entities are not represented in the map, for example the health care system. It is also not possible in this high-level overview to dive into key system functions such as monitoring requirements. This pathway framework may be useful as a template to build out more complex decision-making structures and processes within the overall system.

APPENDIX F

# Homeless Data Crosswalk for the Greater Portland Region

This crosswalk reflects the full range of SHS tax measure investments, including Eviction Prevention, Shelter, and Regionally Funded Services. The template aligns investment categories to intended outcomes, indicators, data sources, and system impact.

| SHS Investment Category            | Activity                                                                                                                                                                                                              | Outcome                              | Key Indicator or Metric                                                                                                                                   | Primary Data Source                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Oversight                                              |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| Permanent Supportive Housing (PSH) | Support to individuals who have extremely low incomes and one or more disabling conditions, who are experiencing long-term or frequent episodes of literal homelessness or imminent risk of experiencing homelessness | Increase long-term housing stability | <ul style="list-style-type: none"><li>• Number of households placed</li><li>• Advance Housing Equity</li><li>• % retained at 12 &amp; 24 months</li></ul> | <ul style="list-style-type: none"><li>• HMIS</li><li>• County reports to Metro quarterly.<ul style="list-style-type: none"><li>• <a href="#">Washington (Year 5, 25_26, Q2)</a></li><li>• <a href="#">Multnomah (Year 5, 25_25, Q2)</a></li><li>• <a href="#">Clackamas (Year 5, 25_26, Q2)</a></li></ul></li><li>• County reports to Metro annually.<ul style="list-style-type: none"><li>• <a href="#">Washington (Year 4, 25_25)</a></li><li>• <a href="#">Multnomah (Year 4, 24_25)</a></li><li>• <a href="#">Clackamas (Year 4, 24_25)</a></li></ul></li><li>• Metro creates a Regional (Year 4, 24_25) <a href="#">Annual Report</a>.</li></ul> <p>View <a href="#">SHS progress</a> page for all County quarterly reports, annual reports, and Metro's regional annual reports. It will direct you to each county's housing reporting site for even more detailed information.</p> | Metro Regional Policy Oversight Committee and Counties |

| SHS Investment Category              | Activity                                                                                                                                                                          | Outcome                                                  | Key Indicator or Metric                                                                                                                                                         | Primary Data Source                                                                                                                                                                                                                                                                                                                                                                                                                | Oversight                                              |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| Rapid Rehousing (RRH)                | Support to individuals who are experiencing a loss of housing, including short- to medium-term rental assistance, case management, housing retention                              | Reduce length of homelessness                            | <ul style="list-style-type: none"> <li>Number of households placed</li> <li>Advance Housing Equity</li> <li>% retained at 12</li> </ul>                                         | <ul style="list-style-type: none"> <li>HMIS</li> <li>County reports to Metro quarterly.</li> <li>County reports to Metro annually.</li> <li>Metro creates a Regional Annual Report.</li> </ul> <p>View <a href="#">SHS progress</a> page for all County quarterly reports, annual reports, and Metro's regional annual reports. It will direct you to each county's housing reporting site for even more detailed information.</p> | Metro Regional Policy Oversight Committee and Counties |
| Other Housing and Services Programs  | Support to individuals who are experiencing homelessness or have substantial risk of homelessness                                                                                 | Reduce housing instability                               | <ul style="list-style-type: none"> <li>Number of households placed</li> <li>Advance Housing Equity</li> <li>Number of households sustained in non-placement programs</li> </ul> | <ul style="list-style-type: none"> <li>HMIS</li> <li>County reports to Metro quarterly.</li> <li>County reports to Metro annually.</li> <li>Metro creates a Regional Annual Report.</li> </ul> <p>View <a href="#">SHS progress</a> page for all County quarterly reports, annual reports, and Metro's regional annual reports. It will direct you to each county's housing reporting site for even more detailed information.</p> | Metro Regional Policy Oversight Committee and Counties |
| Homelessness and Eviction Prevention | Support for individuals experiencing a potential loss of housing, including rental assistance, diversion assistance, one-time stabilization assistance or other relevant services | Prevent displacement and reduce inflow into homelessness | <ul style="list-style-type: none"> <li>Number of households served</li> <li>Advance Housing Equity</li> </ul>                                                                   | <ul style="list-style-type: none"> <li>HMIS</li> <li>County reports to Metro quarterly.</li> <li>County reports to Metro annually.</li> <li>Metro creates a Regional Annual Report.</li> </ul> <p>View <a href="#">SHS progress</a> page for all County quarterly reports, annual reports, and Metro's regional annual reports. It will direct you to each county's housing reporting site for even more detailed information.</p> | Metro Regional Policy Oversight Committee and Counties |

| SHS Investment Category          | Activity                                                                                            | Outcome                                                       | Key Indicator or Metric                                                                                                                              | Primary Data Source                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Oversight                                              |
|----------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| Shelter and Transitional Housing | Support to individuals unhoused or in temporary housing                                             | Reduce unsheltered homelessness and increase exits to housing | <ul style="list-style-type: none"> <li>Number of Shelter Units created and/or sustained</li> <li>Advance Housing Equity</li> </ul>                   | <ul style="list-style-type: none"> <li>HMIS</li> <li>County reports to Metro quarterly.</li> <li>County reports to Metro Annually.</li> <li>Metro creates a Regional Annual Report.</li> </ul> <p>View <a href="#">SHS progress</a> page for all County quarterly reports, annual reports, and Metro's regional annual reports. The link above will also point to each county's housing reporting sites for more detailed information.</p> <p>Regional <a href="#">Point-in-Time</a> Count (for comparison and context)</p>                                                                                                                                                                   | Metro Regional Policy Oversight Committee and Counties |
| Outreach and Access Services     | Street outreach, day centers, access centers, hygiene programs, access services, housing navigation | Increase engagement of unsheltered individuals                | <ul style="list-style-type: none"> <li>Number of people being contacted</li> <li>Number of people engaged</li> <li>Advance Housing Equity</li> </ul> | <ul style="list-style-type: none"> <li>HMIS</li> <li>County reports to Metro quarterly.</li> <li>County reports to Metro Annually.</li> <li>Metro creates a Regional Annual Report.</li> </ul> <p>View <a href="#">SHS progress</a> page page for all County quarterly reports, annual reports, and Metro's regional annual reports. The link above will also point to each county's housing reporting sites for more detailed information.</p> <p>Regional <a href="#">Point-in-Time</a> Count (for comparison and context)</p> <p>Some qualitative components</p> <p>*Homeless Services Department (HSD) provides aggregate information via an innovative data collection pilot program</p> | Metro Regional Policy Oversight Committee and Counties |

| SHS Investment Category                                                                                                                                                                                                              | Activity                                                                                                                                                                                                                                | Outcome                                                                               | Key Indicator or Metric                                                   | Primary Data Source                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Oversight                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| Other Support Services                                                                                                                                                                                                               | Individualized services which provide auxiliary support to participants for overall stability, including behavioral health, wellness, and/or recovery supports, navigation, employment and financial assistance, legal assistance, etc. | Promotes engagement and stabilization of SHS recipients.                              | Varies greatly by county and services, but generally service connectivity | <ul style="list-style-type: none"> <li>County qualitative quarterly and annual reports to Metro.</li> <li>Metro creates a Regional Annual Report.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Metro Regional Policy Oversight Committee and Counties |
| Regional Investment Fund supports SHS implementation across 6 areas:<br>Coordinated Entry<br>Regional Landlord Recruitment<br>Health Care System Alignment<br>Technical Assistance<br>Training<br>Employee Recruitment and Retention | Strengthening SHS implementation through regional solutions                                                                                                                                                                             | Increased regional capacity; systems alignment; and aligning on standards and metrics | Regional System of Care Advance Housing Equity                            | <ul style="list-style-type: none"> <li>Metro creates the Quarterly Reporting internally</li> <li>Qualitative based</li> <li>Some narrative progress is provided via Annual Reporting submitted by Counties: <ul style="list-style-type: none"> <li><a href="https://www.oregonmetro.gov/what-metro-does/housing-and-homelessness/supportive-housing-services/progress">https://www.oregonmetro.gov/what-metro-does/housing-and-homelessness/supportive-housing-services/progress</a></li> </ul> </li> </ul> <p>*In addition to the reporting above, the Multnomah County Homeless Services Department (HSD) recently launched their own <b>Data Dashboard</b>. This reporting tool includes all HSD data (not solely SHS) including the number of people falling into homelessness (inflow) and the number exiting homelessness (outflow)</p> | Metro Regional Policy Oversight Committee and Counties |

## APPENDIX G

# TAC Metro SHS On-Site (January 2026) Summary

From January 27 to 29, 2026, TAC conducted six local SHS listening sessions. Area partners were invited to discuss high-level themes collected from virtual listening sessions in late 2025. Attendees included people with lived experience of homelessness; leaders from Metro, Clackamas, Multnomah, and Washington counties; service providers; and other area partners. To promote accessibility, two sessions were offered in each of the three counties. Several weeks in advance, the listening sessions were announced via email to a list of partners developed by Metro SHS staff. Metro staff then reached out to partners to encourage registration. For participants with lived experience of homelessness, Metro SHS staff connected TAC to the Consumer Advisory Board contact in each of the three counties. TAC staff then shared listening session marketing flyers with points of contact and supported registration of people with lived experiences of homelessness. These participants were notified that cash stipends were available to compensate them for their time.

At the beginning of all sessions, participants were oriented to a high-level, rough draft system map to show how the SHS funds flow from the community, through Metro, and back out to the counties and providers supporting local communities. The map also illustrated a high-level draft flow of decision making to include the Regional Policy and Oversight Committee (RPOC) and county bodies. Participants in each listening session were given an opportunity to react and offer modifications or additional framing of the map.

Participation by number of attendees:

- **January 27, 2026:** Non-SHS Partners Morning Listening Session conducted in Washington County — 7 attendees
- **January 27, 2026:** People with Lived Experience Afternoon Listening Session conducted in Washington County — 15 attendees
- **January 28, 2026:** SHS County and Metro System Partners Morning Listening Session conducted in Clackamas County — 8 attendees
- **January 28, 2026:** People with Lived Experience Afternoon Listening Session conducted in Clackamas County — 9 attendees
- **January 29, 2026:** SHS Providers Morning Listening Session conducted in Multnomah County — 6 attendees
- **January 29, 2026:** People with Lived Experience Afternoon Listening Session conducted in Multnomah County — 6 attendees

**Total Attendees: 51**

# High-Level Themes from People with Lived Experience of Homelessness

Feedback analyzed from the three afternoon sessions (29 total participants) resulted in these six high-level themes:

---

## 1

**System Navigation and Map Clarity:** *While housing resources provide important support, the system remains complex and difficult to navigate, highlighting opportunities to strengthen clarity, transparency, and coordination and improve equitable access.*

Key concerns and potential solutions include:

- ✓ The housing system is difficult to understand and navigate due to fragmented information, inconsistent processes, and unclear guidance on where to start or how to access services.
- ✓ There is a strong need for clearer visual pathways, step-by-step explanations, and plain-language information about program eligibility, waitlists, prioritization, and how county entities administer funds.
- ✓ Many participants expressed a desire for transparency and accountability, particularly around how public funding is used, who is responsible for decision-making, and whether outcomes are being tracked and communicated.
- ✓ The system was frequently described as overly complex and dependent on insider knowledge, where access often relies on “knowing someone” rather than following a transparent and consistent process.
- ✓ Participants emphasized the importance of stronger cross-county coordination and data sharing, so individuals do not have to repeat their histories or restart processes when moving between counties.

---

## 2

**Access to Temporary Housing:** *Participants recognized the value of case management, outreach, and collaborative models that support access to temporary housing, while also highlighting gaps in consistency, communication, and coordination that make the process difficult to navigate and often dependent on persistence.*

Key concerns and potential solutions include:

- ✓ Access to temporary housing was described as inconsistent and persistence-based rather than needs-based. Participants cited long waitlists, unclear prioritization, and the perception that luck or personal connections influence outcomes. Participants described waiting months or years without updates, navigating multiple call points and systems, and needing to follow up constantly to understand their status or next steps.
- ✓ Participants reported mixed but frequently frustrating experiences with shelters, noting concerns about safety, burdensome rules, and limited wraparound services, along with weak coordination between agencies.
- ✓ Communication gaps and unclear status updates — particularly after life disruptions such as incarceration — create instability and make transitions from shelter to permanent housing difficult to navigate.
- ✓ Case management, street outreach, and models like Washington County's case conferencing were identified as helpful, but participants emphasized the need for more transparent processes, stronger advocacy, and shelter systems that prioritize pathways into permanent housing.

### 3

**Access to Permanent Housing:** *Participants described permanent housing as transformative when accessed, but also highlighted ongoing barriers such as long waitlists, affordability challenges, and certain landlord practices.*

Key concerns and potential solutions include:

- ✓ Participants described permanent housing as life-changing but difficult to access. Barriers cited include having a criminal record, high income requirements, landlord discrimination, rising rents, and bureaucratic delays.
- ✓ Participants expressed frustrations with long waitlists and a prolonged "limbo state," and expressed a desire for individuals to be able to quickly identify where their position is in the process, instead of having to repeatedly check in to avoid losing their spot.
- ✓ Concerns were raised about vacant units remaining unused while people remain unhoused. They would like to see more transparency about how current funding and housing resources are being allocated, and about the outcomes associated with these efforts.
- ✓ Housing stability was described as financially fragile ("living paycheck to paycheck"), with rent increases, utility costs, and unstable wages creating fear of returning to homelessness even after securing housing.

Participants emphasized the need for expanded rental assistance, income-based housing options, better alignment between housing placements, service supports and ensuring individual readiness for long-term stability.

## 4

**Support Services:** *Relationship-based supports such as case management and peer support were highlighted as important in helping people achieve housing stability. Participants also noted a need to strengthen existing service capacity, coordination, and individualized support to meet diverse needs.*

Key concerns and potential solutions include:

- ✓ Participants identified consistent case management and peer support as two of the most powerful elements in helping people navigate services, secure housing, and maintain stability. They recommended greater training, funding, and formal integration of peer roles into programs.
- ✓ Key supports such as flexible funding, legal advocacy, workforce connections, and behavioral health services were viewed as critical. Participants also emphasized the need for more case managers and expanded mental health and substance use treatment.
- ✓ The experience of people seeking services is that these services are fragmented, under-resourced, and unevenly distributed, with high caseloads limiting effectiveness and leaving some individuals without adequate support.

## 5

**Fairness and System Accountability:** *Transparent, accountable, and inclusive governance of housing resources was emphasized. Opportunities to strengthen coordination, equity protections, and the integration of lived experience in decision-making were identified.*

Key concerns and potential solutions include:

- ✓ Greater transparency and accountability in how housing and homeless funding is used, including clearer communication about outcomes and how tax dollars translate into results.
- ✓ Participants expressed a desire for stronger oversight, equity protections, and landlord accountability, particularly to address discrimination and inequitable practices in housing access.

- ✓ Recurring solutions centering the importance of authentically including people with lived experience of homelessness in decision-making include dedicated seats on advisory boards, hiring panels, and other formal accountability mechanisms.
- ✓ Participants experienced a lack of coordination and siloed operations across agencies, which limited effective referrals, documentation sharing ("hate having to share information over and over again"), and alignment of services to individual needs.

## 6

**System Reform:** *Participants emphasized that while supportive staff and resources foster hope and stability, there are missed opportunities to strengthen coordination, trauma-informed supports, and community connection to ensure that housing truly promotes dignity, belonging, and long-term stability.*

Key concerns and potential solutions include:

- ✓ Housing stability goes beyond placement, requiring dignity, safety, belonging, and supportive environments that help people heal from the trauma of homelessness.
- ✓ Participants emphasized the emotional toll of homelessness, including fear of eviction, aging while unhoused, family separation, incarceration, untreated trauma, and prolonged instability.
- ✓ Transitioning from homelessness to housing can entail significant challenges, such as adjusting to isolation, relearning life skills, and navigating identity shifts after long periods of being unsheltered.
- ✓ Increasing coordination between the partners is one solution. This may include universal applications, better communication between agencies, and accessible navigation support to reduce duplication and confusion.

Despite challenges, participants expressed hope and appreciation for supportive staff and existing resources, and a strong desire for systems that recognize effort, incorporate lived experience, and create clear pathways toward stability and opportunity.

## High-Level Themes from SHS System and Non-System Partners

Key informant interviews and virtual learning sessions in late 2025 produced five high-level findings (themes), which were shared with participants in each of the three morning listening sessions. Small group discussions surfaced participant perspectives and contextualized solutions on these themes. After this discussion, each participant identified the top three themes to be addressed for improved system function, ranked from highest priority (#1) to lowest priority (#3). TAC then con-

ducted coding and analysis of participants' discussion to look for commonly endorsed concerns and recommendations, which were summarized within each theme area. Below are the overall combined results from the three morning sessions:

1

**Regional problem solving on shared concerns:** *Counties are in the best position to know which programs and methods of service delivery will work best for their community members who are experiencing or at risk of homelessness. Key informants noted that regionalization is needed for cross-county population movement (HIPAA-compliant data sharing, streamlined cross-county transfers, shared coordinated entry); strategic placement of resources to cover the full geography; and a full continuum of services to address gaps and ensure standards of service quality. (41 points)*

Potential solutions to improve system functioning include:

- ☑ Use SHS funding to center best practices that address the needs of people who experience homelessness.
- ☑ Shared HMIS data, by-name lists, and other data-sharing to coordinate participants' flow in and out of homelessness and throughout the region's housing and services continuum. This would help leaders demonstrate population housing and health outcomes, utilization of emergency service system cost savings, and uptake of appropriate levels of care. Health Share of Oregon should be engaged as a significant partner, as this entity holds Medicaid data that is necessary to make these assessments.
- ☑ Rather than being prescriptive or directive, Metro can empower counties to design their specific community system alignments, offering support for consensus building among their county-specific partners, including city and county government.
- ☑ Sometimes cities within a county have a strategy to address homelessness that is at odds with the county strategy or the strategy proposed by RPOC. Participants recommend determining how to address and resolve these conflicting priorities. One participant suggested that a non-government entity administer SHS funds rather than Metro and the counties. Houston was listed as an example of a place where this has been effective.
- ☑ Work toward a regionalized system for ending homelessness where all parties prioritize policy development and deprioritize politics.
- ☑ Metro could curate trust through greater transparency and humility with all parties, creating space for engagement and open dialogue that promotes integrity to the mission and vision of SHS.

## 2

**Metro's authority, roles and responsibilities:** Oversight of the funding must be provided by one entity, and there is consensus that Metro is best positioned to do this. However, counties must be able to drive the local strategy to address homelessness within their geographic locale.

Clarification of the parameters of Metro's role, responsibilities, authority, and limitations to their oversight have been raised as a top priority to be addressed. Additionally, key informants said that more transparency is needed to understand the oversight committee's role and the qualifications of those who are to be seated on it (Formerly the Regional Oversight Committee; effective 4/1, this body became the Regional Policy and Oversight Committee, or RPOC).

**(37 points)**

Potential solutions to improve system functioning include:

- ✓ Increased transparency and clearer accountability measures. Metro might explore creating a simple dashboard for each grantee that shows how much SHS funding it received and the outcomes it produces. This dashboard could be promoted to the public to demonstrate accountability.
- ✓ Refocus Metro's role to be that of a convener, not the authority/decision-maker. Representatives suggested that Metro could help standardize and facilitate regional decisions, rather than dictating decisions.

## 3

**Consistent and accessible marketing and public communication:**

Participants called for a communication plan that is coordinated across the three counties and helps the community understand both how SHS funding enhances existing efforts to address homelessness and the limitations of the funding. **(26 points)**

Potential solutions to improve system functioning include:

- ✓ Representatives from each county endorsed the need for stronger marketing and public communications that uplifts success stories of people who were housed and achieved greater health and wellness, countering news stories that are critical of local, regional, or statewide efforts to end homelessness. "We need to promote what is working to change hearts and minds!" "Consider hiring an outside marketing firm who may have expertise in public relations campaigns." "Metro isn't the right messenger."

- ✓ Each county requested public communications written in plain language, (“not 100-page reports”) to explain what the tax measure does and doesn’t (or can’t) do, and the results it has generated.
- ✓ Engage trusted messengers (faith leaders, community members) and tailor communications to specific counties or communities.

## 4

**Strengthen the system to withstand political fluctuations:** *SHS policies, practices, contracting, and monitoring must be designed to maximize the stability and continuity of services to avoid harm to program participants and ensure that changes to funding priorities are based on data-driven decision making. (18 points)*

Potential solutions to improve system functioning include:

- ✓ Participants are concerned when sudden changes or shifts in priorities are presented by elected officials. A more gradual adjustment or opportunity to discuss proposed policy shifts can prevent disruptions to programs and services on track to meet the intended outcomes of SHS.
- ✓ Improve transition planning for provider organizations to reduce the potential for burnout and strain in times of policy and priority shifts.
- ✓ Create a framework for elected positions to partner with SHS service providers to understand the impact of policy shifts on constituents.

## 5

**SHS funding is just one aspect of a coordinated regional effort to build a social safety net in the Greater Portland region:** *A system map and set of recommendations must show the interaction of SHS funding with other funding sources and entities (including sectors not directly involved with homelessness response such as health care, behavioral health care, benefits and entitlements, hospitals, CCOs, criminal legal, and work-force development) (10 points)*

Potential solutions to improve system functioning include:

- ✓ Participants desire a single document that shows all available funding resources, including braided resources that localities use to support safety net responses (e.g. Medicaid, HUD, block grants, county general funds) with SHS.

- ✓ Clarify and delineate the authority of Metro related to contractually obligated SHS funds and county authority to braid SHS with other sources of funding directly granted to counties or provider organizations. "The word 'system' doesn't fit because this map is just representing oversight of one (SHS) resource."
- ✓ Create a way to share information and data across counties if there is an intent to braid funding and to achieve better outcomes.
- ✓ A recurring solution was presented to build collaborative partnerships and coalitions across systems. "What if Metro created county-wide "system navigators" to focus on facilitating and sustaining partnership relations across the systems?" "Can Metro provide opportunities to bring these navigators/facilitators together regionally to problem-solve system gaps and system holdups?"

## Conclusion

TAC appreciates the time, thoughtfulness, and deep subject matter expertise shared by the 51 listening session attendees. They represented those with lived experience, county government, Metro, SHS providers, and systems not currently receiving SHS funding, but who are very much interfacing with populations experiencing homelessness. Every person with whom TAC has engaged cares deeply about the future sustainability of SHS and about ending homelessness in the region. Readers will see some overlap in areas that are desired for improvement across the themes, which can be interpreted as reinforcing the areas that can be improved to further advance the success of SHS.

**Next Steps:** TAC is working with Metro to disseminate a survey in Mid-March to a broad group of public partners to capture the perspectives of those who were unable to attend virtual or in-person listening sessions. Survey findings will be synthesized into their own section of the final report and will further inform the system map and its features as well as TAC's recommendations for Metro to optimize the SHS work ahead.

## APPENDIX H

# Metro Council Supportive Housing Services (SHS) Online Survey: High Level Themes & Key Trends

Several key themes and crosscutting trends were identified in responses to the Greater Portland Metro SHS Survey, which Metro Housing disseminated through email lists at the end of March 2026. The survey was open for responses for two weeks, through early April. Responses reflect perspectives from service providers, people who have experienced homelessness, system administrators, and community partners working in Multnomah, Washington, and Clackamas counties.

The survey was completed and submitted by 56 respondents from across the Greater Metro region.

## Demographics

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### Roles

Respondents were invited to select “all that apply.”

- Person who has experienced homelessness: 27%
- Service Providers: 68%
- Community or business partners: 21%
- Metro/County/City administrators: 7%
- Other: 21%

## Geography

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Survey respondents lived and/or worked in each of the three counties in the Greater Metro Portland region (see [Table A](#)).

**Table A.** Home & Workplace Locations of Survey Respondents

| County     | Percentage of respondents who live here | Percentage of respondents who work here |
|------------|-----------------------------------------|-----------------------------------------|
| Multnomah  | 70%                                     | 68%                                     |
| Washington | 16%                                     | 21%                                     |
| Clackamas  | 11%                                     | 27%                                     |
| Other      | 4%                                      | 3.6%                                    |

- County of Lived Experience of Homelessness
  - Multnomah County: 22%
  - Washington County: 2%
  - Clackamas County: 4%
  - N/A: 60% (30)

## Service Landscape

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Services Provided (respondents were invited to select “all that apply”):

- Supportive services: 61%
- Rapid Re-Housing: 46%
- Homelessness prevention: 46%
- Permanent Supportive Housing: 38%
- Emergency shelter: 29%
- Street outreach: 30%
- Transitional housing: 21%
- Access, day and/or navigation centers: 16%
- In-reach (hotlines): 13%
- Other: 20%
- I do not work for a service agency: 21% (12)

# Key Themes and Trends

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## Regional Problem-Solving to Address Shared Concerns (36 respondents)

Respondents see regional problem-solving as essential to effectiveness, efficiency, and public trust. A strong majority emphasized the need for true regional coordination between Multnomah, Washington, and Clackamas counties.

### *Strengths*

- ✓ Across counties, there is a broad agreement that homelessness is regional in cause and consequence, not county-specific. This shared framing is a meaningful starting point.
- ✓ Several responses referenced the pandemic response as an example of fast, aligned regional action when barriers were temporarily removed.
- ✓ Cross-county learning, shared Homeless Management Information System (HMIS) improvements, and informal provider networks are evidence that regional cooperation can work when supported.

### *Growth Opportunities*

- ⚠ Desire for one regional strategy rather than three county approaches
- ⚠ Calls for shared standards, braided funding, and cross-county data systems
- ⚠ Recognition that homelessness dynamics (inflow, affordability, federal/state cuts) are regional, not jurisdictional

## Metro's Authority, Roles, and Responsibilities (31 respondents)

Respondents want defined authority, regional accountability, and local flexibility. While some see Metro as a necessary convener, others expressed concern about power consolidation, overreach, and governance confusion.

### *Strengths*

- ✓ Metro is widely recognized as the only entity positioned to convene counties, standardize expectations, and set regional direction.
- ✓ Some pointed to the establishment of the revised oversight bodies and coalitions as a step toward clearer accountability.

### *Growth Opportunities*

- ⚠ Confusion about who decides what (Metro vs. counties vs. cities)
- ⚠ Calls for Metro to act as a convener, coordinator, and stabilizer, rather than as an implementer
- ⚠ Concerns that governance changes are politically driven rather than evidence-based

## Consistent and Accessible Marketing and Public Communication (44 respondents)

This was one of the most dominant themes. Respondents consistently described SHS communications as unclear, inaccessible, jargon-heavy, and disconnected from what the public experiences.

### *Strengths*

- ✓ Respondents acknowledged improvements in HMIS reporting, dashboards, and public-facing materials compared to earlier years.
- ✓ Several responses praised recent efforts by staff and partners to speak more candidly about limits, inflow, and structural drivers.
- ✓ Respondents emphasized that strong, credible stories do exist within provider and lived-experience communities, although these are under-resourced and under-utilized.

### *Growth Opportunities*

- ⚠ Need for plain-language explanations of what SHS does and does not do
- ⚠ Desire for centralized dashboards, consistent messaging, and visual storytelling
- ⚠ Shift away from “PR scorecards” (i.e., what looks good, but isn’t necessarily doing well) toward transparent framing of inflow/outflow and system limits and capacity

## Strengthen the System to Withstand Political Fluctuations (29 respondents)

Respondents highlighted how election cycles, media pressure, and political turnover repeatedly destabilize programs that are beginning to work. Essentially, many want a system designed to endure political change, not one that resets with each new administration or news cycle.

### *Strengths*

- ✓ Respondents acknowledged that longer-term planning, outcome tracking, and contract standardization are being discussed more seriously than in the past.
- ✓ There is strong agreement among respondents about what should insulate the system, multi-year contracts, stable metrics, provider engagement, even if not fully implemented.
- ✓ Some respondents described emerging coalitions and advisory bodies as stabilizing forces that could transcend election cycles.

### *Growth Opportunities*

- ⚠ Consider multi-year contracting and stable funding
- ⚠ Desire for governance structures insulated from “headline-driven” reforms (goes back to consensus of feeling things are done for “PR”)
- ⚠ Emphasis on maintaining evidence-based approaches even during political backlash (a sort of “holding the line”)

## SHS Funding as One Piece of a Regional Social Safety Net (41 respondents)

Respondents repeatedly stressed that SHS is not, and was never intended to be, a standalone solution. SHS is widely viewed as an essential but partial tool within a much larger regional safety net and must be planned, described, and evaluated as such. Many shared that evaluating SHS in isolation misrepresents both its impact and its limits.

### *Strengths*

- ✓ Most respondents agreed that SHS is a gap filler, not a standalone solution.
- ✓ Some respondents pointed to cases where SHS successfully leveraged U.S. Department of Housing and Urban Development (HUD), Medicaid, or state funds to sustain programs that would otherwise collapse.
- ✓ Many respondents used consistent concepts for shared system coordination such as braided funding, inflow/outflow data sharing, and continuum of care partnership.

### *Growth Opportunities*

- ⚠ Consider using SHS funding to fill gaps left by federal, state, Medicaid, and housing dollars cuts
- ⚠ Need for a full system map showing how all funding streams interact
- ⚠ Work to address narratives that suggest SHS is a “silver bullet” for structural poverty

## APPENDIX I

# Acknowledgments

Thank you to all the people who were interviewed and surveyed for this report. We recognize the brilliance and passion of those who are engaged in the work to end homelessness and housing insecurity and appreciate the significant learnings we gathered from those who have experienced homelessness. “Compassion fatigue,” vicarious trauma, and trauma are risks for people working in this field, and there is often trauma in the lives of people who have experienced homelessness and injustices as well. We are grateful to the community for your impassioned engagement with us and for your unrelenting work to end homelessness for as many people as possible. We are honored to be working with you in addressing the root causes of homelessness at the national level. Thank you for your courage!

– Masetta, Janice, and Rachel

