

Metro Policy Advisory Committee (MPAC)

agenda

Wednesday, January 28, 2026

5:00 PM

**<https://zoom.us/j/95889916633> (Webinar
ID: 958 8991 6633) or by calling +1 719 359
4580 (Toll Free)**

1. Call To Order, Declaration of a Quorum & Introductions (5:00PM)

2. Public Communication on Agenda Items (5:05PM)

Written comments should be submitted electronically by mailing
legislativecoordinator@oregonmetro.gov. Written comments received by 4:00 pm on the day
before the meeting will be provided to the committee prior to the meeting.

Those wishing to testify orally are encouraged to sign up in advance by either: (a) contacting the
legislative coordinator by phone at 503-813-7591 and providing your name and the item on which you
wish to testify; or (b) registering by email by sending your name and the item on which you wish to
testify to legislativecoordinator@oregonmetro.gov.

Those requesting to comment during the meeting can do so by using the “Raise Hand” feature in
Zoom or emailing the legislative coordinator at legislativecoordinator@oregonmetro.gov. Individuals
will have three minutes to testify unless otherwise stated at the meeting.

3. Council Update (5:10PM)

4. Committee Member Communication (5:15PM)

4.1 Compliance Report

[COM](#)
[26-1014](#)

Attachments: [2025 Compliance Report](#)

5. Consent Agenda (5:20PM)

5.1 In Consideration of the December 17, 2025 MPAC
Minutes

[26-6427](#)

Attachments: [MPAC Minutes](#)

5.2 Metro Technical Advisory Committee (MTAC) Nominations
for Member/Alternative Member Positions

[COM](#)
[26-1015](#)

Attachments: [MPAC Worksheet](#)
[MTAC Nominations Memo](#)

6. Action Items (5:25PM)

- 6.1 MPAC Leadership Action

[COM](#)
[26-1007](#)

7. Information/Discussion Items (5:40PM)

- 7.1 Future Vision Update

[COM](#)
[26-1013](#)

Presenter(s): Jess Zdeb, Metro

Attachments: [2026-01-28 MPAC Worksheet-Future Vision update.pdf](#)

6:05 PM

- 7.2 Supporting the Regional Economy: Foundational
Information

[COM](#)
[26-1012](#)

Presenter(s): Eryn Kehe, Metro
Andy Shaw, Metro

Attachments: [MPAC Worksheet](#)

6:30 PM

- 7.3 Supportive Housing Services Reforms update

[COM](#)
[26-1008](#)

Presenter(s): Liam Frost, he/him, Interim Housing Director
Yesenia Delgado, she/her, SHS Division Director
Alice Hodge, she/her, Housing Council Liaison

Attachments: [MPAC Worksheet](#)
[Ordinance no. 25-1539](#)
[Resolution no. 25-5534](#)

8. Adjourn (7:00 PM)

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

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Metro

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

Agenda #: 4.1

File #: COM 26-1014

Agenda Date: 1/28/2026

Compliance Report



2025 Compliance Report

January 7, 2026

If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we’ve already crossed paths.

So, hello. We’re Metro – nice to meet you.

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Executive Summary

Metro Code chapter 3.07 (the “Urban Growth Management Functional Plan” or “UGMFP”) and chapter 3.08 (the “Regional Transportation Functional Plan” or “RTFP”) provide standards, tools, and guidance for local land use plans, transportation system plans, and implementing regulations that are necessary to advance the regional vision, goals, and policies of Metro’s Regional Framework Plan and the 2040 Growth Concept.

As required annually by Metro Code subsection 3.07.870(a), the 2025 Compliance Report summarizes the status of compliance with the UGMFP for each city and county in the region.¹ To better connect land use planning with transportation planning, this report also includes information on local government compliance with the RTFP.

Most jurisdictions are in compliance with the UGMFP, with the exception of a few jurisdictions that continue to work to satisfy UGMFP Title 11 requirements related to planning for areas previously added to the urban growth boundary (UGB).

Per the Metro Code and if requested, the Chief Operating Officer (COO) may grant formal extensions to deadlines for meeting UGMFP requirements if a local government meets one of two criteria: the city or county is making progress towards compliance; or there is good cause for failure to meet the deadline for compliance. In 2025, there were no requests for extensions of compliance dates for the UGMFP. Nonetheless, this report notes that progress is being made by cities and counties to address listed deficiencies.

Similarly, per the Metro Code, the COO may grant formal exemptions to meeting RTFP requirements if the COO finds the following: the city or county’s transportation system is generally adequate to meet transportation needs; little population or employment growth is expected over the period of the exemption; the exemption would not make it more difficult to accommodate regional or state transportation needs; and the exemption would not make it more difficult to achieve the performance objectives set forth in Section 3.08.010(A) of the RTFP. In 2025, there were no requests for exemptions for the RTFP. All jurisdictions are in compliance with their respective RTFP requirements.

The following page describes the four appendices included in this compliance report.

¹ Metro Code subsection 3.07.870(a) requires Metro’s COO to submit the report to the Metro Council by March 1 and to send a copy of the report to MPAC, JPACT, PERC, and each city and county within Metro.

Appendix A summarizes the compliance status for all local governments with each title of the UGMFP, as of December 31, 2025.

Appendix B provides further details on the status of compliance with UGMFP Title 11 new urban area planning for areas added to the UGB since 1998, as of December 31, 2025.

Appendix C summarizes local jurisdictions' compliance with the RTFP, as of December 31, 2025.

Appendix D is the report required by Metro Code subsection 3.07.450(k) on amendments made in 2025 to the UGMFP Title 4 Employment and Industrial Areas Map (also known as the "Industrial and Other Employment Areas Map" and the "Title 4 Map").²

² Subsection 3.07.450(k) requires the COO to submit a written report to the Metro Council and MPAC by January 31 of each year on the cumulative effects on employment land in the region of the amendments made to the Title 4 Map the preceding year. The report must include any recommendations the COO deems appropriate on measures the Council might take to address the effects.

APPENDIX A
Summary of Urban Growth Management Function Plan (UGMFP)
Compliance Status as of December 31, 2025

City/ County	Title 1 <i>Housing Capacity</i>	Title 3 <i>Water Quality and Flood Management</i>	Title 4 <i>Industrial and other Employment Land</i>	Title 6 <i>Centers, Corridors, Station Communities and Main Streets</i>	Title 7 <i>Housing Choice</i>	Title 11 <i>Planning for New Urban Areas</i> (See Appendix B for details)	Title 13 <i>Nature in Neighborhoods</i>
Beaverton	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance
Cornelius	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance
Durham	In compliance	In compliance	In compliance	In compliance	In compliance	Not applicable	In compliance
Fairview	In compliance	In compliance	In compliance	In compliance	In compliance	Not applicable	In compliance
Forest Grove	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance
Gladstone	In compliance	In compliance	In compliance	In compliance	In compliance	Not applicable	In compliance
Gresham	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance
Happy Valley	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance
Hillsboro	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance
Johnson City	In compliance	In compliance	In compliance	In compliance	In compliance	Not applicable	In compliance
King City	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance
Lake Oswego	In compliance	In compliance	In compliance	In compliance	In compliance	Not applicable	In compliance
Maywood Park	In compliance	In compliance	In compliance	In compliance	In compliance	Not applicable	In compliance
Milwaukie	In compliance	In compliance	In compliance	In compliance	In compliance	Not applicable	In compliance
Oregon City	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance
Portland	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance
Rivergrove	In compliance	In compliance	In compliance	In compliance	In compliance	Not applicable	In compliance
Sherwood	In compliance	In compliance	In compliance	In compliance	In compliance	Not in compliance	In compliance
Tigard	In compliance	In compliance	In compliance	In compliance	In compliance	Not in compliance	In compliance
Troutdale	In compliance	In compliance	In compliance	In compliance	In compliance	Not applicable	In compliance
Tualatin	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance
West Linn	In compliance	In compliance	In compliance	In compliance	In compliance	Not applicable	In compliance
Wilsonville	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance	In compliance
Wood Village	In compliance	In compliance	In compliance	In compliance	In compliance	Not applicable	In compliance
Clackamas County	In compliance	In compliance	In compliance	In compliance	In compliance	Not in compliance	In compliance
Multnomah County	In compliance	In compliance	In compliance	In compliance	In compliance	Not applicable	In compliance
Washington County	In compliance	In compliance	In compliance	In compliance	In compliance	Not in compliance	In compliance

APPENDIX B
Status of Compliance with UGMFP TITLE 11, *Planning for New Urban Areas,*
as of December 31, 2025

Project	Lead Government(s)	Title 11 Compliant?	Status
1998 UGB Expansion			
Rock Creek	Happy Valley	Yes	Planning completed; mostly annexed and developed
Pleasant Valley	Gresham, Happy Valley, Portland	Yes	Planning completed; a portion annexed by each city, with development ongoing
1999 UGB Expansion			
Witch Hazel Village	Hillsboro	Yes	Planning completed; majority annexed and developed
2000 UGB Expansion			
Villebois Village	Wilsonville	Yes	Planning and annexation completed; development almost complete
2002 UGB Expansion			
Springwater	Gresham	Yes	Planning completed; some limited annexations and development
Damascus/Boring	Happy Valley	Yes	Happy Valley portion: Planning completed for a large portion (see below); development ongoing
	Clackamas County, Happy Valley	No	Former City of Damascus land area: Happy Valley adopted a Title 11 compliant comprehensive plan (Pleasant Valley / North Carver Comprehensive Plan) for approximately 2,700 acres of the area, and the County and the City have an Urban Growth Management Agreement for the City to do comprehensive planning for additional portions of the area
	Gresham	Yes	Gresham portion: Kelley Creek Headwaters Plan completed; some limited annexations and development
Park Place	Oregon City	Yes	Planning completed; portion annexed and under development
Beavercreek Rd	Oregon City	Yes	Planning completed; portion annexed with development applications under review
South End Rd	Oregon City	Yes	Planning completed; waiting annexation and development
East Wilsonville (Frog Pond West)	Wilsonville	Yes	Planning completed; mostly annexed, with development ongoing
NW Tualatin (Cipole Rd and 99W)	Tualatin	Yes	Planning completed; waiting annexation and development
SW Tualatin	Tualatin	Yes	Planning completed; limited annexation and development
Brookman Rd	Sherwood	Yes	Planning completed; nearly half annexed and developing
West Bull Mountain (River Terrace 1.0)	Tigard	Yes	<i>See Roy Rogers West (River Terrace 1.0) with 2011 expansion</i>
Study Area 59 (Elwert Rd)	Sherwood	Yes	Planning and annexation completed; development almost complete
Study Area 61 (Cipole Rd)	Sherwood	No	Awaiting planning and annexation
Adams Rd / Langer Farms Pkwy	Sherwood	Yes	Planning and annexation complete; fully developed
West of 99W (north of Roy Rogers Rd)	Sherwood	No	Awaiting planning and annexation

APPENDIX B (continued)
Status of Compliance with UGMFP TITLE 11, *Planning for New Urban Areas*,
as of December 31, 2025

Project	Lead Government(s)	Title 11 Compliant?	Status
North Cooper Mountain	Washington County	No	Preliminary planning completed by City of Beaverton in conjunction with Washington County; Future discussions of comprehensive and urban services planning will be informed by Beaverton's Cooper Mountain Community plan and its related Cooper Mountain Utility Plan
Study Area 64 (14 acres north of Scholls Ferry Rd)	Beaverton	Yes	Planned, annexed, and developed
Study Areas 69 and 71	Hillsboro	Yes	Planning completed as part of South Hillsboro; portion annexed and developed
Study Area 77 (Baseline St)	Cornelius	Yes	Planning and annexation completed; development ongoing
Forest Grove Swap	Forest Grove	Yes	Planned, annexed, and developed
Shute Road	Hillsboro	Yes	Planning and annexation completed; developed
North Bethany	Washington County	Yes	Planning completed; majority developed
Bonny Slope West (Area 93)	Washington County	Yes	Planning completed; development ongoing
2004/2005 UGB Expansion			
Damascus area	Clackamas County	See 2002 above	<i>See Damascus/Boring 2002 expansion above</i>
Tonquin	Sherwood	Yes	Planning completed; majority annexed, with development ongoing
Basalt Creek / West RR Area	Tualatin, Wilsonville	Yes	Planning completed; approximately 30-45% of Tualatin portion annexed, with development almost complete east of Boones Ferry
North Holladay	Cornelius	Yes	Planning completed; waiting annexation and development
Evergreen	Hillsboro	Yes	Planning completed; majority annexed, with development ongoing
Helvetia	Hillsboro	Yes	Planning completed; majority annexed, with development ongoing
2011 UGB Expansion			
North Hillsboro	Hillsboro	Yes	Planning completed; annexation and development ongoing
South Hillsboro	Hillsboro	Yes	Planning completed; annexation and development ongoing
South Cooper Mountain	Beaverton	Yes	Planning and annexation completed; development ongoing
Roy Rogers West (River Terrace 1.0)	Tigard	Yes	Planning completed; annexation and development ongoing

APPENDIX B (continued)
Status of Compliance with UGMFP TITLE 11, *Planning for New Urban Areas*,
as of December 31, 2025

Project	Lead Government(s)	Title 11 Compliant?	Status
2014 UGB Expansion (HB 4078)			
Cornelius North	Cornelius	Yes	Planning completed; small portion annexed and developed
Cornelius South	Cornelius	Yes	Planning completed; mostly annexed and developed
Forest Grove (Purdin Rd)	Forest Grove	Yes	Planning completed; about half annexed and developed
Forest Grove (Elm St)	Forest Grove	Yes	Planning and annexation completed; waiting development
Hillsboro (Jackson East)	Hillsboro	Yes	Planning completed; majority annexed, with development ongoing
2017 UGB Expansion			
Sherwood High School	Sherwood	Yes	Planning and annexation completed; fully developed
2018 UGB Expansion			
Cooper Mountain	Beaverton	Yes	Planning completed; waiting annexation and development
Witch Hazel Village South	Hillsboro	Yes	Planning completed; about half annexed, with development ongoing
Beef Bend South (Kingston Terrace)	King City	Yes	Planning completed; about half annexed, with development ongoing
Advance Road (Frog Pond East and South)	Wilsonville	Yes	Planning completed; waiting annexation and development
2023 UGB Amendment ("Exchange")			
River Terrace 2.0	Tigard	No	Planning expected to be completed in early 2027
2024 UGB Expansion			
Sherwood West	Sherwood	No	Awaiting planning and annexation

APPENDIX C
Summary of Regional Transportation Functional Plan (RTFP)
Compliance Status as of December 31, 2025

City/County	Title 1 <i>Transportation System Design</i>	Title 2 <i>Development and Update of Transportation System Plans</i>	Title 3 <i>Transportation Project Development</i>	Title 4 <i>Regional Parking Management</i>	Title 5 <i>Amendment of Comprehensive Plans</i>
Beaverton	In compliance	In compliance	In compliance	In compliance	In compliance
Cornelius	In compliance	In compliance	In compliance	In compliance	In compliance
Durham	Exempt until 12/31/2034	Exempt until 12/31/2034	Exempt until 12/31/2034	Exempt until 12/31/2034	Exempt until 12/31/2034
Fairview	In compliance	In compliance	In compliance	In compliance	In compliance
Forest Grove	In compliance	In compliance	In compliance	In compliance	In compliance
Gladstone	In compliance	In compliance	In compliance	In compliance	In compliance
Gresham	In compliance	In compliance	In compliance	In compliance	In compliance
Happy Valley	In compliance	In compliance	In compliance	In compliance	In compliance
Hillsboro	In compliance	In compliance	In compliance	In compliance	In compliance
Johnson City	Exempt until 12/31/2034	Exempt until 12/31/2034	Exempt until 12/31/2034	Exempt until 12/31/2034	Exempt until 12/31/2034
King City	In compliance	In compliance	In compliance	In compliance	In compliance
Lake Oswego	In compliance	In compliance	In compliance	In compliance	In compliance
Maywood Park	Exempt until 12/31/2034	Exempt until 12/31/2034	Exempt until 12/31/2034	Exempt until 12/31/2034	Exempt until 12/31/2034
Milwaukie	In compliance	In compliance	In compliance	In compliance	In compliance
Oregon City	In compliance	In compliance	In compliance	In compliance	In compliance
Portland	In compliance	In compliance	In compliance	In compliance	In compliance
Rivergrove	Exempt until 12/31/2034	Exempt until 12/31/2034	Exempt until 12/31/2034	Exempt until 12/31/2034	Exempt until 12/31/2034
Sherwood	In compliance	In compliance	In compliance	In compliance	In compliance
Tigard	In compliance	In compliance	In compliance	In compliance	In compliance
Troutdale	In compliance	In compliance	In compliance	Exception	In compliance
Tualatin	In compliance	In compliance	In compliance	In compliance	In compliance
West Linn	In compliance	In compliance	In compliance	In compliance	In compliance
Wilsonville	In compliance	In compliance	In compliance	In compliance	In compliance
Wood Village	In compliance	In compliance	In compliance	In compliance	In compliance
Clackamas County	In compliance	In compliance	In compliance	In compliance	In compliance
Multnomah County	In compliance	In compliance	In compliance	In compliance	In compliance
Washington County	In compliance	In compliance	In compliance	In compliance	In compliance

APPENDIX D

Date: January 7, 2026
To: Metro Council and the Metro Policy Advisory Committee (MPAC)
From: Marissa Madrigal, Chief Operating Officer
Subject: Annual report on amendments to UGMFP Title 4 Map

Background

Title 4, *Industrial and Other Employment Areas*, of the Urban Growth Management Functional Plan (UGMFP) seeks to improve the region's economy by protecting a supply of sites for employment with requirements for local jurisdictions to limit the types and scale of certain non-industrial uses in designated Regionally Significant Industrial Areas, Industrial Areas, and Employment Areas. Designated areas are officially depicted on the UGMFP's "*Title 4 Industrial and Other Employment Areas Map*" (i.e., the "Title 4 Map").

The UGMFP requires that Metro's Chief Operating Officer (COO) submit a written report to the Metro Council and MPAC by January 31 of each year on the cumulative effects on employment land in the region of amendments to the Title 4 Map during the preceding calendar year. This memo constitutes the report on map amendments made in 2024.

Cumulative effects of Title 4 Map amendments in 2025

In December 2024, the Metro Council approved Ordinance No. 24-1520 to expand the urban growth boundary (UGB) to include the roughly 1,200-acre Sherwood West urban reserve. The ordinance also amended the Title 4 Map to apply an 'Industrial Area' designation to approximately 275 acres of the expansion area. When Ordinance No. 24-1520 became effective in 2025, the Title 4 Map was amended to include the additional Industrial Area in Sherwood West.

In January 2025, the Metro Council adopted Ordinance No. 25-1522. The ordinance amended the Title 4 Map in order to advance policies of Metro's Regional Framework Plan by removing approximately 59 acres of Title 4 designations from the Montgomery Park neighborhood of the City of Portland, consistent with the City's Montgomery Park Area Plan.

The 'Future Vision' update, currently in progress, will lead to an opportunity for Metro Council consideration of industrial land policy and regulatory changes, including changes to the Title 4 program and the Title 4 Map.



Metro

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

Agenda #: 5.1

File #: 26-6427

Agenda Date: 1/28/2026

In Consideration of the December 17, 2025 MPAC Minutes



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting minutes

Meeting: MPAC
Date/time: December 17, 2025
Location: Zoom

Attendees

Vince Jones-Dixon, Multnomah County Commissioner
Elana Pirtle-Guiney, City of Portland Council President
Candace Avalos, City of Portland Council Member
Jerry Hinton, City of Gresham Council President
Terri Preeg Riggsby, West Multnomah Soil and Water Conservation District Director
Diana Helm, Clackamas County Commissioner
Joe Buck, Lake Oswego Mayor
Brett Shermn, Chair and City of Happy Valley Metro Councilor
Pam Treece, Washington County Commissioner
Beach Pace, City of Hillsboro Mayor
Allison Tivnon, City of Beaverton Councilor
Miles Palacios, THPRD
Kirstin Green, OR Department of Lan Conservation and Development Deputy Director
Dan Eisenbeis, Port of Portland
Gerritt Rosenthal, Metro Councilor
Mary Nolan, Metro Councilor
Duncan Hwang, Metro Councilor
Sherry French, Clackamas River Water District
Tim Rosener, City of Sherwood Mayor
Luis Nava, Resident of Washington County
Ty Stober, City of Vancouver Councilor

Absent

Omar Qutub, Resident of Multnomah County
Denyse McGriff, City of Oregon City Mayor
Brett Sherman, City of Happy Valley
Ed Gronke
JT Flowers, TriMet
Wil Fuentes, Clark County
Brian Hodson, City of Canby Mayor
Marsha Kirk, City of Banks Mayor

Public Communications on Agenda Items

There was none.

Metro Council Update

Hwang provided the update Supportive Housing Services program reform that Metro Council adopted.

Committee Member Update

Kudrna asked members to start thinking about representation for their jurisdictions in 2026. He explained the officer voting procedure that will happen in January and provided instructions on how to provide notice of membership on MPAC.

Rosener explained why he is unable to continue on MPAC next year.

Buck expressed appreciation to the Metro Council for engaging the region on the SHS reform process. He's pleased cities will now have a seat at the table.

Consent Agenda

- 1) Consideration of the November 19, 2025 MPAC Meeting Minutes

Motion to approve the consent agenda: Preeg Riggsby

Second: Pirtle-Guiney

Action: Motion passed with Fai abstaining

INFORMATION/DISCUSSION ITEMS

Future Vision Update

Laura Combs and Molly Cooney-Mesker provided an update on the engagement strategy for the Future Vision project.

Jones-Dixon noted the Committee is thinking through the conditions to bring the Vision to fruition.

Rosenthal observed the last meeting, and the consulting team was surprised and happy about our outreach to young people and tribes. He also noted that one of the principles is "data-driven", but he believes visioning like this should be less about the data and more about imagination.

Rosener noted that one meeting per district is great, but there's a lot of diversity in the districts. He volunteered Sherwood as one of the cities. He also shared that scientific surveys provide valuable information rather than internet polls. He likes the Youth Advisory aspect of Metro's engagement. He asked if Metro had been in touch with the cities' Youth Advisory Committees.

Hinton would like to have one of the meetings in Gresham. Vince-Jones recommended the new library as a good location.

Helm shared Clackamas County is excited to host the next meeting. She asked for and received clarification on timeline.

Pirtle-Guiney thanked staff and noted the great group of people on the committee. She asked MPAC members to share who with Future Vision project should be reaching out to and including. The group is really engaged.

Palacios recommended other youth groups to reach out to, such as Halla, which serves students of color.

Jones-Dixon looked at the timeline, and he's concerned about summer being the time for the Youth Summit due to vacation conflicts.

Hwang shared it warms his heart to see mayors offering to host meetings, and he looks forward to visiting other parts of the region.

Wilkinson is excited about members offering locations for meetings. This is everyone's vision, not Metro's alone.

Nava recommended the outreach meetings be in person as well as online. He also encouraged thinking about working with student leadership councils.

Palacios agreed with Nava and recommended Organization of Student Councils as a good group to reach out to.

City of Vancouver 2025-2045 Comprehensive Plan Update

Vancouver's Rebecca Kennedy and Meredith Herbst provided the presentation.

Eisenbeis enjoyed hearing about the differences between Oregon and Washington land use planning. He clarified and received confirmation about the numbers of jobs mentioned in the presentation. He wondered if planning for such large job growth becomes a self-fulfilling prophesy. Vancouver staff explained they considered existing trends and aspirational growth.

Fai celebrated Vancouver's staff on the presentation and how firm they are on their values. Fai felt inspired by their work.

Rosenthal agrees. He asked if there is anything in the plan that focuses on Transit Oriented Development. Staff responded that it does. They've concentrated growth in the transit areas. She explained the State has also passed legislation that supports dense development around transit stops.

2040 Planning and Development Grants Program Update

Serah Breakstone provided an update on Metro's Planning and Development Grants Program, including changes to the grant award cycle and expanded program opportunities.

Palacios asked about the cycle when no one applied, particularly around engagements. Breakstone explained that it was mostly a timing issue with folks who were interested. She also described her engagement strategy.

Tivnon said Beaverton has gotten a lot of use out of these grants in the past. However, the city is in challenging financial times, and creating some flexibility with the funds to allow paying for staffing would be helpful. Breakstone said Metro did hear that during engagement, which is what prompted the change to allow 20% of the funding to go toward staff.

Helm expressed gratitude for the grant to fund its land accessibility project.

Kudrna adjourned the meeting at 6:52 PM.

Respectfully Submitted,

A handwritten signature in black ink that reads "Ramona Perrault". The signature is written in a cursive, flowing style.

Ramona Perrault,
Committee Legislative Advisor



Metro

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

Agenda #: 5.2

File #: COM 26-1015

Agenda Date: 1/28/2026

Metro Technical Advisory Committee (MTAC) Nominations for Member/Alternative Member Positions

MPAC Worksheet

Agenda Item Title: Metro Technical Advisory Committee (MTAC) Nominations for Member/Alternative Member Positions

Presenters: Eryn Kehe, Urban Policy & Development Manager II

Contact for this worksheet/presentation: Miriam Hanes

Purpose/Objective

The purpose of this presentation is to forward nominations from regional jurisdictions, agencies and community partners to fill vacant positions on the Metro Technical Advisory Committee (MTAC). MTAC is an advisory committee of MPAC that provides technical recommendations on growth management subjects as directed by MPAC. The candidates nominated to fill these positions are excellent professionals and knowledgeable in the subject matter of this committee.

Outcome

Action to approve the nominations presented for the Metro Technical Advisory Committee.

What has changed since MPAC last considered this issue/item?

Vacancies on the committee have left positions open. These nominations help fill the committee roster for review of subjects and technical recommendations to MPAC.

What packet material do you plan to include?

A memo that describes the nominations and positions being considered for confirmation on the committee.

Memo



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Date: January 21, 2026
To: Metro Policy Advisory Committee (MPAC)
From: Eryn Kehe, Metro Technical Advisory Committee (MTAC) Chair
Subject: MTAC Nominations for MPAC Consideration

BACKGROUND

The Metro Technical Advisory Committee (MTAC) is an advisory committee to the Metro Policy Advisory Committee (MPAC). MTAC's purpose is to provide MPAC with technical recommendations on growth management subjects, including technical, policy, legal and process issues, with an emphasis on providing policy alternatives.

PURPOSE

Nominations to fill MTAC member and alternate member positions are submitted for consideration and approval by MPAC according to committee bylaws. MPAC may approve or reject any nomination submitted.

RECOMMENDED MTAC APPOINTMENTS

Position: Multnomah County

Nomination: **Marisol Cervantes, alternate**

Transportation Planner for the County Department of Community Services, Multnomah County

Position: Land Use Advocacy

Nomination: **Anna Kemper, member**

Membership Experience Manager, 1000 Friends of Oregon

Position: Residential Development

Nomination: **Ben Hemson, member**

Government Affairs Director, Home Building Association of Greater Portland

Position: Washington County

Nomination: **Carol Johnson, alternate**

Government Planning & Development Services Manager, Washington County



Metro

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

Agenda #: 7.1

File #: COM 26-1013

Agenda Date: 1/28/2026

Future Vision Update

Jess Zdeb, Metro

MPAC Worksheet

Agenda Item Title: Future Vision update

Presenter: Commissioner Vince Jones-Dixon, Jess Zdeb

Contact for this worksheet/presentation: Jess Zdeb, jessica.zdeb@oregonmetro.gov

Purpose/Objective

Provide an update on the content and outcomes of the Future Vision Commission meeting held on January 15. Preview upcoming meeting topics and engagement activities.

Outcome

MPAC members are updated on the content and outcomes of the January Future Vision Commission meeting and learn about upcoming opportunities for engagement.

What has changed since MPAC last considered this issue/item?

The Future Vision Commission held its January meeting on foresight awareness at the Clackamas County Development Services Building. The project team concluded development of the engagement strategy and is preparing for the launch of the first broad public engagement window in March.

What packet material do you plan to include?

None



Metro

600 NE Grand Ave.
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oregonmetro.gov

Agenda #: 7.2

File #: COM 26-1012

Agenda Date: 1/28/2026

Supporting the Regional Economy: Foundational Information

Eryn Kehe, Metro
Andy Shaw, Metro

MPAC Worksheet

Agenda Item Title: Supporting our Regional Economy: Foundational information

Presenters: Andy Shaw, Director of Government Affairs, and Eryn Kehe, Urban Policy and Development Manager in PDR, Metro

Contact for this worksheet/presentation: Jaye Cromwell, jaye.cromwell@oregonmetro.gov

Purpose/Objective

The purpose of this presentation is to lay the groundwork for a series of discussions and presentations at MPAC in 2026 on economic development, growth, and job creation.

Since 2020, our state has experienced net population loss for the first time since the early 1980s. In 2025, Oregon lost over 14,000 jobs, many of those within Metro's boundary. The Governor of Oregon, Metro Councilors, and many of our Metro area's city councils and commissions have put economic growth and jobs creation as a top issue.

Supporting the regional economy is core to Metro's responsibilities. Metro manages visitor venues like the Convention Center and the Oregon Zoo, supports development and provides funding for affordable housing, parks and natural areas. Metro's land use and transportation planning, policy and investments help to shape our region. Over the years, Metro has undertaken many projects and programs that influence economic development: below are a few examples:

- The Regional Transportation Plan is fundamentally about moving goods and people to support, among other things, the economy. The RTP includes a Regional Freight Plan.
- Collaborating with regional and local partners on high-capacity transit and shared strategies for transportation investment are paired with community led development strategies to support residents and businesses.
- Growth management decisions ensure that the region has enough employment land for long-term job growth.
- Periodic updates to our region's industrial land inventory have highlighted the investments necessary to make large industrial sites ready for development.
- Metro's policies, implemented by cities and counties, protect industrial lands from conflicting uses.
- Metro's brownfield grants fund site assessments.
- Metro's Construction Career Pathways Program works to build reliable construction career pathways for apprentices, women, and Black, Indigenous, and other people of color.
- Metro's venues such as the Zoo, EXPO, the Oregon Convention Center, and the Portland's Center for the Arts attract visitor dollars.

- Metro maintains data and analysis tools like the Economic Value Atlas to support policy and investment decisions.
- The Regional Affordable Housing Bond and Supportive Housing Services levy help to improve housing access and affordability for workers.
- Metro partners with Greater Portland, Inc. on the development of our region's Comprehensive Economic Development Strategy, which will soon be updated.

Outcome

MPAC members will share a common understanding of:

- The history of how Metro has supported economic development
- Why Metro is prioritizing economic development activities

At the February MPAC meeting, members will hear about activities from the Westside Economic Alliance and an internal working group of Metro Councilors addressing economic development and land use within the region.

What has changed since MPAC last considered this issue/item?

This is the first time this item is coming to MPAC.

What packet material do you plan to include?

N/A



Metro

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

Agenda #: 7.3

File #: COM 26-1008

Agenda Date: 1/28/2026

Supportive Housing Services Reforms update

Liam Frost, he/him, Interim Housing Director
Yesenia Delgado, she/her, SHS Division Director
Alice Hodge, she/her, Housing Council Liaison

MPAC Worksheet

Agenda Item Title: Supportive Housing Services Reforms update

Presenters: Liam Frost, he/his, Interim Housing Director; Yesenia Delgado, she/her, SHS Division Director; Alice Hodge, she/her, Housing Council Liaison

Contact for this worksheet/presentation: Alice Hodge, alice.hodge@oregonmetro.gov

Purpose/Objective

To provide MPAC with an update on SHS Reforms legislation passed by Metro Council in December: SHS Reforms Work Plan (Res 25-5534) and the consolidation of duties of the current two SHS oversight bodies (SHS Regional Oversight Committee and the Tri-County Planning Body) into one body, the SHS Regional Policy and Oversight Committee. (OR 25-1539)

Outcome

Ensure MPAC members are informed about Metro's SHS reform actions and updated on regional SHS progress.

What has changed since MPAC last considered this issue/item?

Metro Council passed legislation (Res 25-5534 and OR 25-1539)

What packet material do you plan to include?

OR 25-1539 materials

- Ordinance 25-1539
- Exhibit A
- Staff report
- Attachment 1 - Draft SHS Reform Actions Memo

Res 25-5534 material

- Resolution 25-5534
- Exhibit A
- Staff report

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF CONSOLIDATING THE)	ORDINANCE NO. 25-1539
SUPPORTIVE HOUSING SERVICES)	
REGIONAL OVERSIGHT COMMITTEE AND)	Introduced by Council President
TRI-COUNTY PLANNING BODY INTO A NEW)	Lynn Peterson
“SHS REGIONAL POLICY AND OVERSIGHT)	
COMMITTEE” AND ESTABLISHING THE)	
COMMITTEE’S DUTIES AND MEMBERSHIP)	

WHEREAS, on May 19, 2020, the Metro area voters approved Measure 26-210, which among other things established the Supportive Housing Services Regional Oversight Committee (“SHS Regional Oversight Committee”) and a tri-county homeless services planning body (“Tri-County Planning Body”) to implement the Measure’s newly established Metro Supportive Housing Services (SHS) Program; and

WHEREAS, on December 17, 2020, the Metro Council adopted Ordinance No. 20-1453 and Ordinance No. 20-1452 codifying Measure 26-210, including the provisions governing the SHS Regional Oversight Committee in Metro Code Section 2.19.280 and the Tri-County Planning Body in Metro Code Section 11.01.170; and

WHEREAS, on May 5, 2022, by Resolution No. 22-5267, the Metro Council adopted a charter for the Tri-County Planning Body, establishing the committee’s membership and more specifically describing its duties; and

WHEREAS, the SHS Program requires a more aligned, coordinated, and clearly defined governance framework to ensure timely and effective decision-making that is responsive to emerging regional needs while providing oversight and advancing an effective regional system of care; and

WHEREAS, the SHS Regional Oversight Committee and the Tri-County Planning Body have convened programmatic experts, individuals with lived experience, and regional leaders to address complex issues and strengthen the developing regional system, and have provided thoughtful recommendations that have not consistently resulted in systematic improvements due to inefficient processes and overlapping and unclear role definitions; and

WHEREAS, communication and coordination among the SHS Regional Oversight Committee, Tri-County Planning Body, and Metro Council have been limited, resulting in reduced transparency and alignment across regional oversight functions; and

WHEREAS, the SHS Regional Oversight Committee and the Tri-County Planning Body operate under differing bylaws, charters, procedures, and voting structures, creating operational challenges for staff, particularly when both bodies are required to review and approve the same proposals; and

WHEREAS, regional elected representation within the current committees is limited, and elected officials serving on the SHS Regional Oversight Committee lack voting authority, thereby diminishing regional visibility, accountability, and engagement in the oversight and policy direction of the SHS Program;

WHEREAS, federal and state funding for homeless services has become more uncertain, making SHS funding increasingly critical to serve people in crisis and further demonstrating the need to change

the governance structure to better respond to emerging regional needs, provide oversight, and advance an effective regional system of care; now therefore,

THE METRO COUNCIL ORDAINS AS FOLLOWS:

1. Effective April 1, 2026, the Tri-County Planning Body and the SHS Regional Oversight Committee as established by Measure 26-210 and as further codified in Metro Code are hereby consolidated into a new “SHS Regional Policy and Oversight Committee.”
2. As of March 31, 2026, the Tri-County Planning Body and SHS Regional Oversight Committee both sunset. Any charters, bylaws, work plans, or other ancillary documents setting forth or otherwise establishing, clarifying, modifying, or purporting to give effect to the TCPB and SHS Regional Oversight Committee’s duties, authority, or membership have no further legal effect.
3. Metro Code Section 2.19.280 (SHS Regional Oversight Committee) is repealed in its entirety.
4. Metro Code Section 11.01.170 (Tri-County Advisory Body) is repealed in its entirety.
5. A new Metro Code Section 2.19.280 is created to establish the newly consolidated SHS Regional Policy and Oversight Committee (the “SHS RPOC” or “Committee”) with consolidated membership, duties, and authority set forth as further detailed in the attached Exhibit A.
6. It is the policy of Metro Council that the newly established SHS Regional Policy and Oversight Committee further the oversight and planning functions of the former SHS Regional Oversight Committee and Tri-County Planning Body.
7. The Metro Council may review the Committee’s effectiveness and role annually and will conduct its first review no later than April 2027, one year from the effective date of this Ordinance.
8. The Metro Council has sole discretion to amend or modify the Committee’s authority, duties, and membership as the Council deems appropriate to ensure appropriate oversight, planning, and regional coordination for Metro’s Supportive Housing Services Program.
9. This ordinance codifies, amends, and supersedes language in Measure 26-210 that establishes and sets forth any membership or duties as they apply to the SHS Regional Oversight Committee and the Tri-County Planning Body. To the extent that any terms or conditions in Measure 26-210 conflict with the terms and conditions in this ordinance, this ordinance prevails.

ADOPTED by the Metro Council this 16th day of December 2025.

Lynn Peterson, Council President

Attest:

Approved as to Form:

Georgia Langer, Recording Secretary

Carrie MacLaren, Metro Attorney

2.19.280 Supportive Housing Services Regional Policy and Oversight Committee

- (a) **Committee Established.** A 22-member Supportive Housing Services Regional Policy and Oversight Committee (the “SHS RPOC” or “Committee”) will provide oversight, planning, and regional coordination for the Supportive Housing Services Program.
- (b) **Purpose and Authority.** The purpose and authority of the Committee is to:
- (1) Evaluate local implementation plans, and make and submit to Metro Council recommendations to advance program goals and support guiding principles;
 - (2) Accept and review annual reports from Local Implementation Partners for consistency with approved local implementation plans;
 - (3) Monitor financial aspects of program administration, including review of program expenditures;
 - (4) Provide an annual report and presentation to Metro Council and Clackamas, Multnomah, and Washington County Boards of Commissioners assessing SHS Program performance, challenges, and outcomes;
 - (5) Establish and submit to Metro Council for adoption regional key performance indicators, key environmental indicators, and SHS Program goals;
 - (6) Periodically review and submit to the Metro Council for adoption updates to the regional coordination plan, incorporating adopted regional strategies, metrics and goals, and establishing how funds dedicated for regional investments pursuant to Metro Code Section 11.01.180 (the “Regional Investment Strategy Fund”) may be used;
 - (7) Review and recommend to Metro Council for approval proposals from Local Implementation Partners to make investments from the Regional Strategy Investment Fund;
 - (8) Develop and recommend to Metro Council for approval of guidance to Local Implementation Partners on the implementation of strategies to achieve regional goals and outcomes;
 - (9) Monitor the implementation of the regional coordination plan, including the financial investments by the Local Implementation Partners from the Regional Strategy Investment Fund; and
 - (10) Perform other duties and functions that Metro Council may prescribe.
- (c) **Membership.** The Committee is composed of 22 members, including local jurisdictions, homelessness experts, and other representatives:
- | | |
|--------------------|---|
| (1) Voting Members | |
| Metro | 3 |
| Clackamas County | 1 |
| Multnomah County | 1 |
| Washington County | 1 |

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

(2) Non-Voting Members	
State of Oregon agency representative from Oregon Housing and Community Services department	1
TriMet	1
Philanthropic organization representative	1
Housing provider representative (e.g., Housing Authority or Community Development Corporation)	1
<hr/> Total	<hr/> 4

(3) Alternates may be appointed to serve in the absence of members.

(4) Members and alternates will be individuals in a position to represent the policy interests of their jurisdiction, agency, or organization (as applicable).

(d) **Membership Attributes.** The Committee's membership will include a broad range of personal and professional experience, including people with lived experience of homelessness or housing instability, and will reflect the geographical diversity of the region. In addition, for the initial appointments in 2026, the Metro Council President will give preference to individuals and representatives who recently served on the SHS Regional Oversight Committee or the Tri-County Planning Body.

(e) **Chair.** A Metro Councilor will serve as Chair of the Committee.

(f) **Appointment of Members.** Notwithstanding the provisions of Section 2.19.030, appointments to the Committee are as follows:

- (1) Members and alternates from Clackamas, Multnomah, and Washington counties and the City of Portland will be elected officials from those jurisdictions and will be appointed by the jurisdiction.
- (2) Members and alternates from the cities of Clackamas, Multnomah, and Washington counties will be elected officials from the cities represented by these positions of each county (except Portland) and will be appointed by means of a

consensus of the mayors of those cities developed through a forum convened by the largest city being represented. The member and alternate will be from different jurisdictions. In the event the member's position is vacated, the alternate will automatically become the member will complete the original term of office. The member and alternate will periodically consult and coordinate with the cities within their region.

- (3) Members and alternates from the State of Oregon Housing and Community Services department will be a principal staff person representative of the agency and will be appointed by the Governor.
- (4) Members and alternatives from TriMet will be a principal staff person appointed by the president of the board.
- (5) All other members and alternates will be appointed by the Council President and confirmed by the Metro Council. At least one member will live or work in each Metro Council district.

(g) **Terms.** Notwithstanding the provisions of Section 2.19.030:

- (1) Initial terms will commence April 1, 2026, and will run through January 31, 2028. Thereafter, all appointments will be for a term of two years, commencing February 1 of each even-numbered year.
- (2) Members and alternates may also be appointed to fill the remaining portion of a term not to exceed two years.
- (3) No person may be appointed to serve more than two consecutive full two-year terms.
- (4) The limitations in subsection (3) of this section do not apply to city or county jurisdictional representatives or employees of public agencies serving as the representative of their public employer.

(h) **Meetings.** The committee will meet no less than quarterly and more frequently as determined by the Committee Chair.

(i) **Quorum.** A majority of the voting members (or designated alternates) of the full Committee (10 of 22 members) constitutes a quorum for the conduct of business.

(j) **Bylaws.** Metro Council may by resolution establish bylaws governing the Committee's meeting conduct, officers and duties, impartiality and conflict of interest rules, and other procedures.

(k) **Review.** Metro Council may conduct periodic annual reviews of the Committee's role and effectiveness. The first review will take place no later than April 2027.

STAFF REPORT

IN CONSIDERATION OF **ORDINANCE NO. 25-1539** FOR THE PURPOSE FOR THE PURPOSE OF CONSOLIDATING THE SUPPORTIVE HOUSING SERVICES REGIONAL OVERSIGHT COMMITTEE AND TRI-COUNTY PLANNING BODY INTO A NEW “SHS REGIONAL POLICY AND OVERSIGHT COMMITTEE” AND ESTABLISHING THE COMMITTEE’S DUTIES AND MEMBERSHIP

Date: Nov. 30, 2025

Department: Housing

Meeting Date: Dec. 4, 2025

Prepared by: Alice Hodge (she/her),
Council Liaison,

alice.hodge@oregonmetro.gov

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

Yesenia Delgado (she/her),
*Supportive Housing Services
Division Manager*

Kristin Dennis (she/her)
Metro Chief of Staff

Length: 30 minutes

ISSUE STATEMENT

Ordinance No. 25-1539 will sunset SHS Regional Oversight Committee (Metro Code Section 2.19.280) and Tri-County Advisory Body (Metro Code Section 11.01.170) and establish a Supportive Housing Services Regional Policy and Oversight Committee (RPOC) with a new Metro Code Section 2.19.280.

ACTION REQUESTED

Metro Council consider this ordinance for adoption on December 16, 2025.

IDENTIFIED POLICY OUTCOMES

Ordinance No. 25-1539 will consolidate the existing Supportive Housing Services Oversight Committee (SHSOC) and Tri-County Planning Body (TCPB) into the new RPOC and expand membership. A detailed proposal including committee membership and structure is outlined in attachment A.

Metro Council has called for SHS reforms and system improvements to achieve increased accountability and efficiency. This proposed ordinance was prepared as part of the SHS Reform Work Plan in response to that request.

POLICY QUESTION(S)

- Does Council support the membership and consolidated committee structure?

- Does Council support the priority list for the new RPOC?
- Are there any additional considerations Council would like included?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Metro Council has called for SHS reforms and system improvements to achieve greater accountability and efficiency. This ordinance supports that effort.

STAFF RECOMMENDATIONS

Metro Council consider this ordinance for adoption on December 16, 2025.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Metro staff presented to Council on Nov. 6, 2025, on the proposed SHS reform action areas. In addition, staff provided an overview of the current state of SHS to Metro Council on Oct. 30. This overview included gaps and lessons learned and provided update on state and federal headwinds due to unanticipated budget cuts and federal policy changes.

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

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

BACKGROUND

Metro is responsible for ensuring the effectiveness of the regional system supported by SHS investments—for the individuals served, for partner agencies, and for voters and taxpayers. Now at the midpoint of the initiative’s 10-year span, Metro and its partners must apply lessons learned to refine the regional homeless services system.

Since Metro-area voters approved Measure 26-210 on May 19, 2020, the region has operated under a governance structure that created both the SHSOC and the TCPB to guide the newly established SHS Program.

These bodies were formally codified on December 17, 2020, when the Metro Council adopted Ordinance Nos. 20-1453 and 20-1452, placing the SHS Regional Oversight Committee into Metro Code Section 2.19.280 and the TCPB into Metro Code Section

11.01.170. The Metro Council further defined the TCPB's membership and responsibilities through the adoption of its charter on May 5, 2022, in Resolution No. 22-5267.

As the SHS Program has evolved, it has become clear that a more aligned, coordinated, and clearly defined governance framework is needed to support timely and effective decision-making that can respond to emerging regional needs while maintaining strong oversight and supporting an effective regional system of care. Both the SHS Regional Oversight Committee and the TCPB have brought together program experts, individuals with lived experience, and regional leaders to address complex issues and strengthen the developing system. However, their recommendations have not consistently translated into systematic improvements due to inefficient processes and overlapping or unclear roles.

Communication and coordination among the SHS Regional Oversight Committee, the TCPB, and the Metro Council have also been limited, reducing transparency and alignment across regional oversight functions. The two committees operate under different bylaws, charters, procedures, and voting structures, which creates operational challenges—especially when both are required to review and approve the same proposals. Additionally, regional elected representation is limited, and elected officials who serve on the SHS Regional Oversight Committee do not have voting authority, diminishing regional visibility, accountability, and engagement in shaping SHS Program policy and oversight.

At the same time, federal and state funding for homeless services has become more uncertain, increasing the importance of SHS funding as a stable resource to serve people in crisis. These evolving conditions underscore the need to update the governance structure to better support regional responsiveness, maintain oversight, and strengthen the overall system of care.

ATTACHMENTS

1. Draft SHS Reform Actions: Committee Proposal Memo (11-25-25)

Attachment 1: Memo



Date: November 25, 2025

To: Metro Council

From: Liam Frost, *Interim Housing Director*; Kristin Dennis, *Metro Council Chief of Staff*; Yesenia Delgado, *Supportive Housing Services Division Director*

Cc: Marissa Madrigal, *Chief Operating Officer*; Holly Calhoun, *Deputy Chief Operating Officer*; Andy Shaw, *Director of Government Affairs*

Subject: SHS Reforms: Draft Committee Proposal (Reform Action 1)

Attachment 1 is the governance section of the SHS Reforms memo draft submitted to Metro Council on November 25, 2025. It outlines the proposed committee changes described in Ordinance 25-1539.

- 1. GOVERNANCE:** *Consolidate the Supportive Housing Services Oversight Committee (SHSOC) and the Tri County Planning Body (TCPB:) SHS Regional Oversight and Policy Committee (RPOC); expand membership*

Issue statement: The current multi-agency system requires a more aligned, coordinated and clear decision-making governance structure that is responsive to emerging needs while also continuing to build a regional system of care. The two existing committees have brought together programmatic experts, people with lived experience and regional leaders to tackle an array of complex issues, and to improve the emerging system. Both committees have made thoughtful recommendations, but due to inefficient processes and unclear role definition this has not always led to clear systematic improvements.

Additionally, connection among the SHSOC, the TCPB and the Metro Council has been limited, leading to a lack of transparency and coordination. Meanwhile, both committees operate under different charters, processes and voting rights, which has caused challenges for staff, especially when the two committees are required to consider for approval the same proposal. Furthermore, regional elected representation is limited, and – in the case of the SHSOC – elected officials do not have voting authority in decision-making. This has contributed to a lack of visibility and regionwide engagement in the work of regional oversight and policy direction.

Proposal: The new RPOC will combine all policy and oversight responsibilities currently held by the SHSOC and the TCPB. Functionally, this will mean the RPOC will assume all responsibilities of the SHSOC and TCPB as outlined in the respective charters and in the intergovernmental agreements with county partners (IGAs). These responsibilities include reviewing annual plans and budgets and issuing recommendations to counties and Metro Council based on committee

review. They also include setting regional goals, and approving RIF investments in support of regional goals.

Metro Councilors have shared with staff different opinions on membership and voting rights of the new committee, but there is now consensus for the following changes:

- Consolidation of the TCPB and the SHSOC, and their respective responsibilities.
- Expanded membership to include additional elected officials.
- Metro Councilor will serve as chair.
- RPOC Chair and Metro Housing Department staff will report to Metro Council on a regular basis to update Council on policy and funding recommendations.

Metro staff recommend Metro Council review the new committee's effectiveness, structure and membership one year after its launch (*approximately March 2027*) and annually thereafter.

Membership: The proposed RPOC include 21 members: 18 voting members — 10 elected officials and eight non-elected leaders — and three ex-officio members. The committee's composition is intended to reflect the regional homeless services continuum of care and ensure a balanced range of stakeholder voices.

Proposed RSPOC members and structure are outlined in Attachment 1.1 (page 4). Voting non-elected committee members shall be appointed by the Metro Council President subject to Metro Council confirmation. Additional procedures for appointing members and alternates will be detailed in the committee bylaws, which will be drafted beginning January 2026.

Meeting schedule: No fewer than four meetings per year. A regular meeting date, time and place shall be established by the RPOC chair. Special or emergency meetings may be called by the RPOC chair or a third of the members of RPOC. The RPOC reserves the right to form subcommittees as necessary.

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

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

Concurrence: Final approval of oversight action requires concurrence of both RPOC and the Metro Council. After approval of an action by RPOC, Metro Council may either adopt the

recommended action or return it to RPOC with proposed amendments. The Council may designate some RPOC actions which do not require subsequent Council approval.

Scope: The RPOC will assume no additional responsibilities beyond the existing duties of the TCPB and SHSOC. Members will prioritize a regional perspective and alignment but will also respect the need for local flexibility to meet local needs.

Priority Items: In feedback from Metro Council and jurisdictional and community partners, Metro staff recommend the RPOC prioritize the following key areas:

- Finalize KPIs and goals
- Review TCPB-approved goals and plans and investments from RIF
- Review definitions for populations A and B
- Provider contract reform
- Performance-based systems management/continuous improvement framework
- Annual independent audit
- Regional homeless services legislative agenda

Bylaws: Following the passage of the committee ordinance by the Metro Council, Metro will begin developing the committee's bylaws in accordance with the SHSOC and TCPB bylaws/charters and in the IGAs with county partners. These bylaws will include, but are not limited to, formal rules regarding the committee's mission and purpose; membership; impartiality and conflict of interest rules; meeting procedures and quorum requirements; officers and their duties; and the process for amendments.

****Timeline:**

- **Dec. 4, 2025:** First reading and public hearing of committee ordinance
- **Dec. 16, 2025:** Second reading and vote on committee ordinance by Metro Council
- **Jan. 2026:** Metro starts bylaws development
- **March 31, 2026:** SHSOC and TCPB sunsets; RPOC launches
- **April 1, 2026:** RPOC launches

ATTACHMENT 1.1: Proposed Regional Supportive Housing Services Policy and Oversight Committee (RSPOC) Membership & Structure

- 21-member committee: 18 voting members – ten (10) elected officials; eight (8) non-elected leaders – three (3) ex-officio
- Reviewed by Metro Council annually
- Coordinating committees may select city representatives
- Preference for non-elected leaders will be given to applicants with lived experience, former SHSOC and TCPB members, and representation ensuring geographic diversity
- Voting members may include a designated alternate

10 Elected Officials
3 Metro Councilors (Chaired by a Metro Councilor)
1 Clackamas County
1 Multnomah County
1 Washington County
1 Clackamas city
1 Multnomah city
1 Washington city
1 City of Portland
8 Non-Elected Leaders
3 Homeless services experts (<i>permanent supportive housing; shelter/transitional housing; recovery system; family system, etc.</i>)
1 Coordinated care organization representative
1 Culturally specific coalition representative
1 Housing/homeless services coalition representative
1 Business coalition representative
1 Justice system representative
3 Ex-officio Members
1 State department representative (<i>OHCS</i>)
1 TriMet representative
1 Housing provider representative (<i>CDC; Housing Authority</i>)

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING)	RESOLUTION NO. 25-5534
THE SUPPORTIVE HOUSING SERVICES)	
REFORM WORK PLAN)	Introduced by Metro Council President
)	Lynn Peterson

WHEREAS, on February 25, 2020, the Metro Council referred to the Metro area voters a personal and business income tax for the purposes of funding Supportive Housing Services in the Metro region (Measure 26-210, the “Supportive Housing Services Measure”), which Metro Area voters approved on May 19, 2020; and

WHEREAS, the Metro Council subsequently codified Measure 26-210 in Metro Code Chapters 11.01, 7.05, 7.06, and 7.07; and

WHEREAS, the year 2025 marks the midpoint of Supportive Housing Services (SHS)’s 10-year lifespan, approved by voters in 2020. Metro and its partners are applying lessons learned to refine the systems and administrative procedures that will stabilize and strengthen the regional homeless services system; and

WHEREAS, over the past two years, Metro has received consistent feedback from the Council President’s Work Group, the Metro COO’s Stakeholder Advisory Table, SHS’s advisory committees, public opinion research, and a wide range of regional and statewide stakeholders emphasizing both the urgency of this work and the importance of program success; and

WHEREAS, this feedback identifies three near-term improvement priorities for the SHS Program: streamlined regional implementation and oversight; improved metrics and reporting that enable transparent and accessible communication with the public; and demonstrated efficient use of public resources; and

WHEREAS, stakeholders consistently underscored that SHS resources remain critical to the region’s ongoing efforts to address homelessness; and

WHEREAS, in June 2025, Metro Council determined not to pursue a ballot measure to amend or extend SHS funding until participating governments collectively take action to improve voter confidence in the program; and

WHEREAS, in July 2025, Metro staff presented recommended reform areas to Metro Council and committed to developing a Work Plan for Council consideration in fall 2025, resulting in the Reform Work Plan (“Work Plan”) now presented; and

WHEREAS, the Work Plan provides near-term, practical reform actions that can be implemented without a ballot measure and are designed to streamline oversight, accelerate coordination, and increase system effectiveness; and

WHEREAS, the Work Plan reflects extensive Metro-led engagement from January 2024 through June 2025, as well as ongoing feedback from community members, jurisdictional partners, and Metro Councilors; and

WHEREAS, the Work Plan proposes reforms in the areas of governance, regional investments, performance metrics, data transparency, and administrative standards, and includes background information, high-level descriptions, key milestones, deliverables, and draft timelines for each action; and

WHEREAS, the Work Plan proposes that Metro Council endorse the draft regional key performance indicators, key environmental indicators, and goals for future consideration and approval by the future SHS Regional Policy and Oversight Committee (RPOC), as these proposed metrics are intended to support effective regional oversight and decision-making; and

WHEREAS, successful implementation of these reforms will require continued close collaboration with County implementation partners, whose ongoing involvement is essential to ensuring alignment, effectiveness, and responsiveness to community needs; now therefore,

BE IT RESOLVED that:

1. The Metro Council hereby adopts the SHS Reform Work Plan attached as Exhibit A and the reform actions contained therein.
2. Metro staff are directed to implement the reform actions identified in the Work Plan and to collaborate with County implementation partners to support effective and coordinated regional implementation.
3. The Metro Council endorses the draft regional Key Performance Indicators, Key Environmental Indicators, and regional goals for future consideration by the SHS Regional Policy and Oversight Committee.

ADOPTED by the Metro Council this 16th day of December 2025.

Lynn Peterson, Council President

Approved as to Form:

Carrie MacLaren, Metro Attorney

RESOLUTION 25-5534: EXHIBIT A

Supportive Housing Services Reforms Work Plan

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INTRODUCTION

December 2025 marks the midpoint of the Supportive Housing Services (SHS) ballot measure's 10-year lifespan. The vision for a connected regional homeless services system in the Portland Metro area was, and remains, an ambitious and unprecedented project. When approved by voters across the region in 2020, no structure existed that contemplated a regional vision for delivering services to thousands of people experiencing homelessness. Instead, voters approved a high-level concept for jurisdictions to implement.

The administrative systems that govern SHS were developed in good faith among Metro, and Clackamas, Multnomah and Washington counties, where Metro is responsible for oversight and regional coordination, and counties assume authority for delivering services with non-profit partners. While these underlying systems often go unseen, they are integral to the overall performance, and ultimately, outcomes for people experiencing homelessness, voters and taxpayers.

In its first five years of implementation, Metro has learned where governance, accountability and transparency can be strengthened by streamlining oversight, identifying administrative efficiencies, and training our focus on the areas that can yield better outcomes.

It is important to note that this Work Plan is exclusively focused on Metro's role as leading the SHS regional administrative structure. It is not intended to replace the core responsibilities of county partners to design and deliver programming that meets the needs of community members experiencing homelessness. Rather, it is focused on improving the regional system through streamlining oversight, accelerating coordination, and ultimately compelling the emerging regional system to deliver better and lasting outcomes for people experiencing homelessness.

About this Work Plan

For each identified reform action, this Work Plan provides:

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

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

Reform actions

The reforms described below reflect Metro-led engagement conducted from January 2024 through June 2025, as well as more recent feedback from community members, jurisdictional partners, and Metro councilors.

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

Reforms timeline: Jan 2026–June 2027

	FY 26 Q3	Q4	FY 27 Q1	Q2	Q3	Q4
1	SHSOC and TCPB sunset	RPOC and Metro Council concurrence (ongoing)				
2	Develop RIF framework and reporting tools	Finalize reporting tools; orient RPOC to RIF	Quarterly RIF reporting to RPOC and Metro Council (ongoing)			
3	Analyze endorsed KPIs and goals	RPOC consider KPIs and goals	Data prep	Reporting to RPOC and Metro Council (ongoing)		
4	Technical research	Data methodology and dashboard development		Dashboard launch	Updates (ongoing)	
5	PSH, Housing with Services rules finalized	Shelter, Housing Only, Homeless Prevention rules finalized	Outreach, Rapid Rehousing, Transitional rules finalized	All rules finalized and adopted	County implementation	

Background

From January 2024 through November 2025 Metro received clear and considerable feedback on the SHS Program from the Metro Council President's Work Group, Metro Chief Operating Officer Marissa Madrigal's Stakeholder Advisory Table, SHS's advisory committees, public opinion research, and a range of stakeholders and community members across the region and state.

Analysis of stakeholder input, partner feedback and public opinion research point to three near-term improvement priorities for SHS:

- Streamlined implementation and oversight across jurisdictions
- Improved metrics and reporting enabling transparent and accessible communication with the public
- Demonstrated efficient use of public resources

To achieve these priorities, participants in the Stakeholder Advisory Table and the President's Work Group emphasized the need for a more streamlined and coordinated regional approach, one that is focused on clearly defined outcomes and continuous improvement, and where each constituent part, from service providers to government agencies, understands its role in the larger homelessness response system. In June 2025, Metro Council decided not to move forward with a ballot proposal until participating governments collectively act to improve voter confidence in the SHS Program.

In July 2025, Metro staff submitted to the Metro Council a memo outlining proposed areas for reform that were feasible in the absence of a new ballot measure and committed to developing a Work Plan for formal consideration during the fall of 2025. This Work Plan is the conclusion of that staff recommendation.

ACTION 1. GOVERNANCE

Consolidate the Supportive Housing Services Oversight Committee and the Tri County Planning Body into a single Regional SHS Policy and Oversight Committee expand membership and clarify decision-making

As the SHS Program has evolved, it has become clear that a more aligned, coordinated, and clearly defined governance framework is needed to support timely and effective decision-making that can respond to emerging regional needs while maintaining strong oversight and supporting an effective regional system of care.

Both the SHSOC and the TCPB have brought together program experts, individuals with lived experience, and regional leaders to address complex issues and strengthen the developing system. However, committee recommendations have not consistently resulted in system improvements due to inefficient processes and overlapping or unclear roles.

Communication and coordination among the SHSOC, the TCPB, and the Metro Council have also been limited, reducing transparency and alignment across regional oversight functions. The two committees operate under different bylaws, charters, procedures, and voting structures, which create operational challenges, especially when both are required to review and approve the same proposals.

Regional elected representation is limited, and elected officials who serve on the SHSOC do not have voting authority, diminishing regional visibility, accountability, and engagement in shaping SHS Program policy and oversight.

At the same time, federal and state funding for homeless services has become more uncertain, increasing the importance of SHS funding as a locally controlled resource to serve people experiencing homelessness and housing instability. These evolving conditions underscore the need to update the governance structure to better support regional responsiveness, maintain oversight, and strengthen the overall system of care.

Reform action: Metro will implement the actions outlined in Ordinance 25-1539.

In response to feedback from the Metro Council and jurisdictional and community partners, the RPOC, once established, will prioritize addressing the following system needs in addition to its core responsibilities as outlined in Metro Code and the intergovernmental agreements with counties:

- Consider and approve updated KPIs and goals
 - Includes reviewing additional metrics and policies proposed by Council President Peterson

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- Consider SHS OC recommendations
- Review TCPB regional plan that includes approved goals, implementation plans and regional investment fund strategies.
- Review spending for Populations A and B
- Initiate provider contract improvements
- Establish performance-based systems management through a continuous improvement framework
- Consider annual independent audit
- Develop Regional homeless services legislative agenda

Milestones

- **Nov-Dec 2025**
 - First reading and public hearing of committee ordinance (Dec. 4)
 - Second reading and Council vote on ordinance (Dec. 16)
 - TCPB regional plan approved
- **Jan-March 2026 - RPOC preparation; SHS OC and TCPB sunset**
 - **Jan**
 - Agenda planning session with RPOC Chair
 - Establish RPOC meeting and Metro Council concurrence schedule
 - Begin recruitment of non-elected members; jurisdictions begin appointments
 - Draft bylaws
 - Final TCPB meeting expected
 - Committee facilitation contract RFP process award
 - **Feb**
 - Council engagement on bylaws and other RPOC items
 - Continue recruitment, appointments, and development of bylaws, orientation and agenda materials
 - **March**
 - Committee membership applications provided to Metro Council President/RPOC Chair
 - Prepare resolution for Metro Council President to appoint members with approval by Metro Council
 - Finalize draft bylaws, onboarding materials, and six-month agenda map

- Final SHSOC meeting; regional report for Fiscal Year 2025 (FY25) completed and approved
- SHSOC and TCPB sunset (March 31)
- **April-June 2026 — RPOC launches**
 - **April — RPOC Meeting #1**
 - Committee ordinance takes effect; RPOC launches (April 1)
 - Metro Council approves appointed members (April 2)
 - Conduct pre- and post-meeting member engagement
 - Develop meeting agenda, materials and presentations
 - Council concurrence review after RPOC meeting #1
 - **May — RPOC Meeting #2***
 - Develop meeting agenda, materials and presentations
 - Member engagement and staff coordination
 - Council concurrence review after RPOC meeting #2
 - **June — RPOC Meeting #3***
 - Develop meeting agenda, materials and presentations
 - Member engagement and staff coordination
 - Council concurrence review after RPOC meeting #3
- **Ongoing (July 2026–July 2027)**
 - RPOC meetings and Metro Council concurrence will continue at the direction of the RPOC chair and Metro Council.

* Milestones assume a monthly RPOC meeting schedule for illustrative purposes only. The RPOC meeting frequency and subsequent Metro Council concurrence schedule will be determined by RPOC Chair and Metro Council; the milestones, deliverables and timeline sections in this Work Plan may adjust accordingly.

Deliverables

- **RPOC launch**
 - Approved bylaws
 - RPOC meeting and Metro Council concurrence schedule
 - Six-month agenda map
 - Committee orientation materials
 - Committee facilitation contract
 - Recruitment and appointment plan, and draft resolution for Metro Council
 - Committee member engagement plan

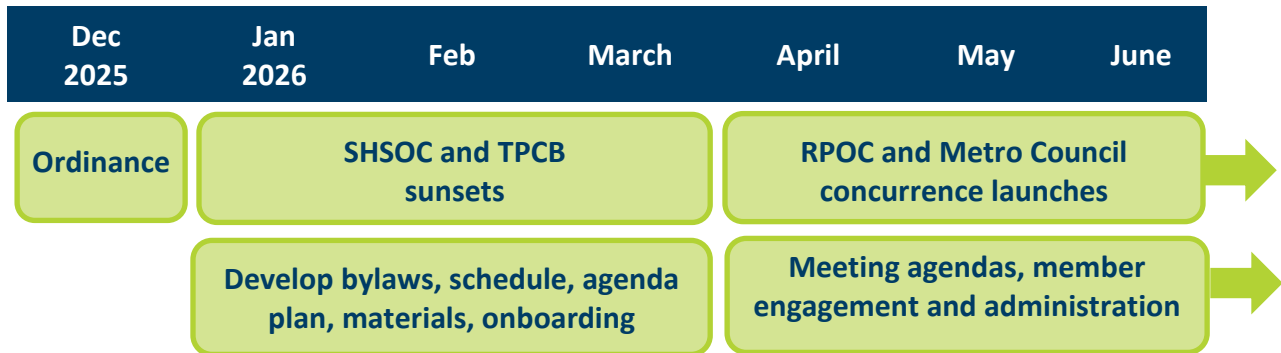
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- Agenda, meeting materials and post-meeting materials (*ongoing*)
- Council concurrence packets (*ongoing*)
- **SHS OC and TCPB sunset**
 - Approved regional plan
 - Sunset documentation for SHSOC and TCPB
 - SHSOC FY25 regional report

Timeline



ACTION 2. REGIONAL INVESTMENTS

Establish new framework for the Regional Investment Fund

Both Metro Code Section 11.01.180 and Section 8.3.3 of the IGAs require each county to annually contribute no less than five percent of each counties' share of SHS revenue to a regional strategy implementation fund.

This set-aside of funds constitutes the Regional Investment Fund, or RIF. The RIF is intended to advance regional systems-building and improvement by investing in capacity, alignment and regional standards.

However, the funding is disaggregated into three separate funds managed by each county. This unusual structure makes it challenging to fulfill the original intent of the RIF: to consistently guide investments that help the counties and Metro achieve SHS program alignment, coordination and outcomes at a regional level. The RIF expenditure approval process has been labored, inefficient and, at times, confusing.

Reform action: Metro staff will work collaboratively to develop a RIF budget framework and financial reporting tools with County implementation partners to improve transparency and effectiveness, and better support the original intent of strengthening the regional system.

Metro staff are not proposing changing the RIF fund structure at this time. The RIF will continue to be designated for regional system-based improvements; however, in extraordinary circumstances, it can also be approved and expended for other investments, as approved by the RPOC.

Milestones

- **Jan–Mar 2026**
 - Release the RIF budgeting framework to provide County implementation partners with guidance on budgeting for RIF
 - Develop programmatic and financial RIF reporting tools
- **April–June 2026**
 - Finalize reporting tools
 - Orient RPOC to new RIF framework and reporting requirements
- **July–Sept 2026**
 - Quarterly submission of Metro staff reports and recommendations to the RPOC (*ongoing*)
 - Quarterly submission of County RIF financial reports to Metro (*ongoing*)
 - Quarterly convening of SHS leadership to compile, analyze, and review annual RIF expenditures (*ongoing*)

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SUPPORTIVE HOUSING SERVICES REFORMS WORK PLAN

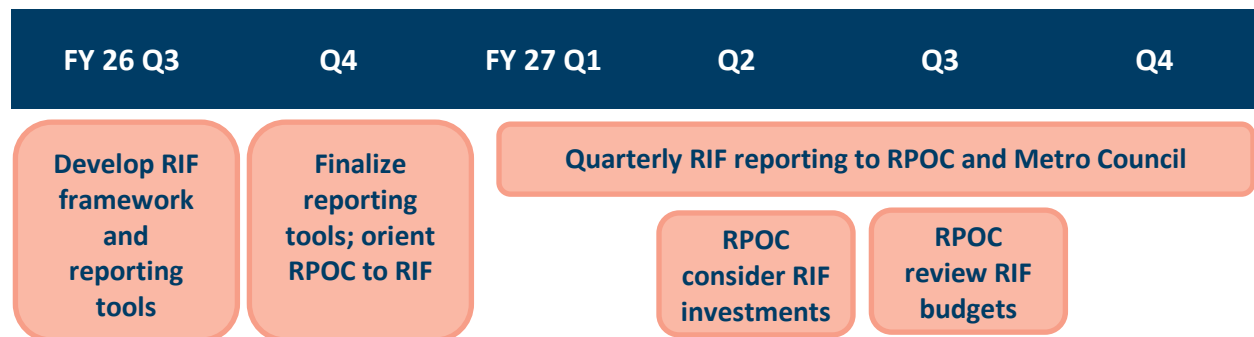
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- Review County RIF budgets for Fiscal Year 2027
- **Oct–Dec 2026**
 - RPOC consideration of additional policy or investment recommendations introduced by members
 - Annual alignment of proposed RIF changes with the fiscal year cycle
- **Jan–March 2027**
 - Review and approval of proposed County RIF budgets for Fiscal Year 2027 by RPOC and Metro Council (*annually ongoing*)

Deliverables

- Finalize and release RIF budgeting framework
- Quarterly financial and annual reporting tools
- Quarterly RIF expenditure analysis prepared by SHS leadership.
- Quarterly RIF performance report from Metro staff to the RPOC.
- Staff recommendations to maintain, expand, eliminate, or redirect RIF investments.
- Investment proposals for RPOC review, when appropriate.
- Quarterly RIF reports and recommendations submitted to RPOC and Metro Council.
- RPOC member–initiated policy or investment proposals, as needed.
- Documentation and justification for extraordinary RIF expenditures.
- Fiscal year–aligned investment proposal packages for any proposed RIF changes.

Timeline



ACTION 3. KPIs AND GOALS

Update SHS regional Key Performance Indicators (KPIs), introduce new Key Environmental Indicators (KEIs), and establish both new five-year regional goals and an interim regional goal.

Clear, measurable ways to track progress, assess effectiveness, and guide decision-making are essential for ensuring transparency in system performance and the use of public resources. They also help communicate the system's story, demonstrate progress, and build trust. Currently, SHS Program regional goals and KPIs are not sufficiently clear or focused enough to guide the system over the next five years. Without updates, efforts risk becoming fragmented, alignment across Metro and its partners may weaken, and accountability could be limited.

Stakeholders have consistently emphasized the need to better understand the context in which SHS operates and how it affects the success of funded interventions. However, KPIs and KEIs are often conflated in reporting. KPIs measure the system's direct outputs and outcomes, while KEIs reflect broader contextual factors—such as housing market conditions or rates of homelessness—that are largely outside the system's control. Without a formal approach to KEIs, the public and decision-makers may receive unclear information about system performance and regional trends. Tracking both indicators will improve communication, highlight emerging trends, and inform policymaking.

The homelessness and housing funding landscape is increasingly dynamic due to significant and sudden shifts in state and federal funding. While KPIs should remain consistent to track overall system performance over time, this uncertainty requires a proactive approach in goal setting by adopting new five-year regional goals, along with an interim goal focused on preserving existing service levels to the greatest extent possible.

Updating KPIs, adding new KEIs, and establishing clear regional goals—both five-year and interim—will help strengthen accountability and transparency, foster a more aligned and coordinated regional system, and enable the system to adapt effectively to changing conditions.

Reform action: Metro staff recommend Metro Council *endorse* the draft regional KPIs, KEIs and goals below for future RPOC consideration and approval. These proposed KPIs and goals are intended to support effective regional oversight and decision-making.

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Updated regional KPIs: *Outcomes that the regional system controls*

KPI	What is measured
Eviction preventions	<ul style="list-style-type: none"> Interventions specific to a subset of Population B
Shelter	<ul style="list-style-type: none"> Shelter utilization rates <ul style="list-style-type: none"> Individuals served, total number of shelter beds Exits to housing Other positive placement outcomes (<i>e.g. recovery program enrollment; family reunification; transitional housing placement</i>)
Housing Placements	<ul style="list-style-type: none"> Permanent Supportive Housing (PSH) Rapid Rehousing (RRH) Other housing programs
Housing Retention Rates	<ul style="list-style-type: none"> Permanent housing at six, 12, and 24 months post-placement
Regional Coordination and Alignment	<ul style="list-style-type: none"> <i>To be developed</i>

New regional KEIs: *Monitored; homeless services system does not control*

Environmental Indicator	Provides Context for
Total number of evictions	<ul style="list-style-type: none"> System inflow / outflow Eviction prevention need
Total number of people and/or households experiencing homelessness	<ul style="list-style-type: none"> System inflow / outflow Overall need
Median length of time experiencing homelessness by self-report	<ul style="list-style-type: none"> System inflow / outflow

RESOLUTION 25-5534: EXHIBIT A**SUPPORTIVE HOUSING SERVICES REFORMS WORK PLAN**

Dec 9, 2025

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

Proposed five-year goals (2026-2030)

Metro staff will propose goal percentage options with proposed five-year goals for RPOC consideration.

GOAL 1: Reduce the length of time people experience homelessness

- The number (or rate) of people experiencing prolonged homelessness will be reduced by X% by 20XX (or annually). (*Prolonged homelessness is defined as one year or longer, or at least four episodes of homelessness in the past three years.*)

GOAL 2: Increase efficiency and effectiveness in housing placements and service connections

- X% of people and/or households entering shelter will be connected to housing placement or other positive outcomes (*recovery program enrollment; family re-unification; transitional housing placement; etc.*).
- X% of people and/or households seeking services are connected to appropriate services within X months.
- The length of time to housing placement will reduce by X% annually.
- The rate of housing placement from streets or shelters will increase by X% annually.

GOAL 3: Ensure housing stability and retention for people placed in housing

- At least X% of people and/or households placed in permanent housing will achieve long-term housing stability (at least three years), supported by required wraparound services: treatment; healthcare navigation; job training; case management; etc.
- Less than X% of people and/or households placed or stabilized in permanent housing will return to homelessness.

GOAL 4 - Interim goal (18 months): No net loss amid shifting federal and state funding and policy landscape.

- Ninety percent housing retention in SHS-funded housing.

Additional metrics

Incorporating feedback from Metro Council President Peterson, Metro staff propose returning to Metro Council by June 30, 2026, with additional KPIs or policy recommendations based on the areas outlined below:

- Median waiting time for placement into services following an outreach connection

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Dec 9, 2025

- Individualized plans for success for every participant in the system; individualized gaps analysis
- Define success for each population (Populations A and B)
- Criteria for successful exit strategies by population
- Criteria for stability

Milestones

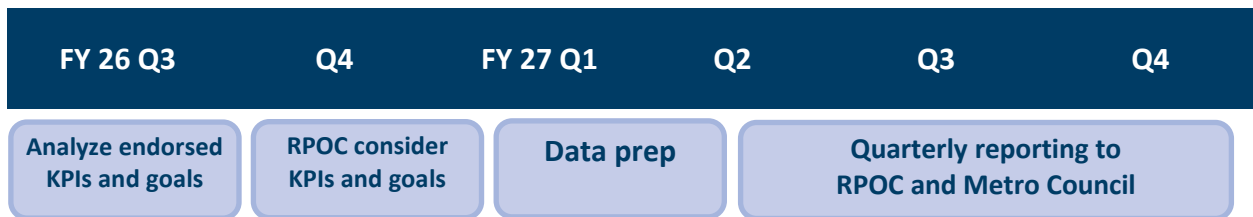
- **Dec 2025:** Metro Council *endorsement* of new regional KPIs and goals through SHS Reform Work Plan resolution
- **Jan–March 2026**
 - Completion of initial Metro staff analysis of draft KPIs and goal
 - Draft updated data reporting templates
- **April–June 2026**
 - RPOC consideration and recommendation to Metro Council to adopt regional KPIs and goals
 - Follow-up feasibility analysis if RPOC proposes changes to current draft KPIs and goals
 - Completion of updated reporting templates
- **July–Sept 2026**
 - Completion of follow-up feasibility analysis, if needed
 - Start of data collection and reporting to RPOC and Metro Council

Deliverables

- Approved SHS Reform Work Plan resolution with endorsed draft regional KPIs and goals
- Analysis report of draft KPIs and goals for RPOC and Metro Council consideration
- RPOC approved KPIs and regional goals
- Updated feasibility analysis report on approved KPIs and goals
- Updated reporting templates for goal and KPI tracking
- Reporting on KPI and goals data submitted to RPOC and Metro Council

Timeline

The timeline to develop and approve regional KPIs, KEIs, and goals by the RPOC and Metro Council may impact the regional dashboard development. Final regional KPIs, KEIs, and goals may impact displayed data, contextual research needed, how information is presented and project timelines.



ACTION 4. DATA TRANSPARENCY

Create new regional financial and programmatic data dashboard

Reliable and accessible data is essential. It enables decision-makers to understand system performance, identify gaps, monitor progress toward shared goals, and allocate resources more effectively. It also strengthens public trust by making program outcomes visible and understandable, helping communities see how SHS investments translate into results.

Throughout the two-year SHS reform engagement process, regional leaders consistently emphasized the need for greater transparency and clearer access to regional data. While Metro currently hosts a dashboard on its website, it has remained largely static due to previously limited access to county-level data and limited staff capacity.

New HMIS data now gives Metro access to metrics that were previously unavailable—such as time spent in SHS programs or the percentage of shelter entrants who receive SHS housing placements. However, the success of this effort will depend on strong data governance, including a clear data framework and robust validation processes, potentially guided by updated regional KPIs and goals. With strong data governance and validated methodologies, the SHS regional dashboard can complement and strengthen the overall regional system.

Reform action: Metro will build upon existing dashboards to make regional data, KPIs, financial data, and progress accessible and interactive for regional leaders and the public.

Milestones

- **Oct 2025–Jan 2026**
 - Complete technical research and finalize technical approach with Metro IT
 - Complete analysis of endorsed draft KPIs and goals
- **Feb–July 2026**
 - External engagement on displayed data with County implementation partners, Metro Council, RPOC and others as needed
 - Complete contextual data and national benchmark research
- **Feb–Nov 2026**
 - Validate and finalize data methodologies and validation systems
 - Complete regional partner validation and negotiations
 - Establish internal data collection processes

- **Aug–Dec 2026**
 - Complete technical build (backend, accessibility, branding)
 - Complete user testing, county review, and Council engagement
 - Finalize dashboard design after feedback
- **Dec 2026**
 - Publicly launch dashboard with communications and trainings
- **Jan 2027–ongoing**
 - Update and maintain dashboard, as needed (ongoing)

Deliverables

- Final dashboard including design and technical elements
- KPI and goals analysis memo
- Technical research summary (integration, automation, design, etc.)
- Finalized technical plan with IT
- Contextual data and national benchmark research summary
- Final data methodology and validation documentation
- Internal data collection process documentation
- Power BI dashboard (backend completed, accessible, branded)
- User testing and county review summary
- Launch communications materials and training resources
- Dashboard maintenance and update procedures

Timeline

The dashboard development timeline may depend on approval of updated KPIs and goals, as these will have a large impact on what data is shown, contextual research is needed, and how information will be presented. Project timelines may shift based on Metro Council and RPOC approval of the new KPIs and goals, feasibility studies and implementation needs.

FY 26 Q3	Q4	FY 27 Q1	Q2	Q3	Q4
Technical research	Data methodology with Counties, technical engagement, dashboard development		Dashboard live, comms, trainings		Updates and maintenance

ACTION 5. STANDARDS

Codify programmatic definitions and guidelines in administrative rules

Establishing consistent, clear definitions, program principles, and standards across program types is a recognized best practice among homelessness response system funders, implementers, and service providers, ensuring equitable service delivery and effective coordination.

Metro previously issued guidance to County implementation partners through memos and emails, which resulted in varying interpretations and inconsistent implementation. Under the current governance structure, program standards and definitions require joint agreement between Metro and County implementation partners. However, Metro can implement administrative rules for certain areas of SHS, and County implementation partners agree that using administrative rules will help establish clear expectations.

Developing these administrative rules is a critical component of good governance, public stewardship, and regional leadership. Rules translate policy goals into concrete, actionable standards, ensuring programs are implemented consistently, fairly, and in alignment with regional priorities. They support accountability for public resources, provide predictable guidance for service providers, and strengthen coordination across counties, reinforcing Metro's role in guiding the region while respecting local implementation.

Metro is committed to developing administrative rules in close collaboration with County implementation partners, ensuring that their expertise, feedback, and operational realities help shape standards that are practical, equitable, and effective across the region.

Reform action: Metro will implement administrative rules that establish regional standards and definitions to support and strengthen consistent practices across all SHS programs in the three counties.

Metro anticipates developing administrative rules for the following SHS-funded program types:

1. PSH
2. Rapid rehousing
3. Housing only
4. Transitional housing
5. Shelter
6. Homelessness outreach
7. Homelessness prevention

Milestones

- **Oct–Dec 2025**
 - Draft of overarching framework and County review completed
 - Overarching framework submitted to SHS leadership for County review
 - Draft PSH administrative rules completed and submitted for County review
 - Focus groups scheduled for all non-PSH program types
- **Jan–March 2026:**
 - Introductory sections of framework submitted for County review and finalized
 - PSH administrative rules finalized
 - Housing With Services rules finalized
- **April–June 2026**
 - Shelter rules finalized
 - Housing Only rules finalized
 - Homelessness Prevention rules finalized
- **July–Sept 2026**
 - Homeless Outreach rules finalized
 - Rapid Rehousing rules finalized
 - Transitional Housing rules finalized
 - Consolidated administrative rules submitted for County review and finalized
- **Oct–Dec 2026**
 - Develop County partner implementation plan
 - Final rule adoption process
- **Jan–July 2027**
 - County implementation of adopted administrative rules

Deliverables

The development of all administrative rules will include focus groups and County reviews and feedback periods.

- Overarching Administrative Rules framework
- Initial and final PSH rules
- Initial and final Rapid Rehousing rules
- Initial and final Housing Only rules
- Initial and final Housing with Services rules
- Initial and final Shelter rules

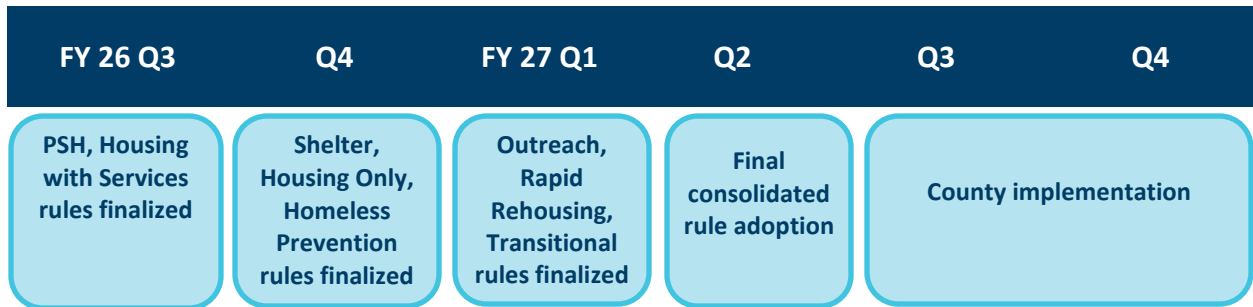
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- Initial and final Homelessness Outreach rules
- Initial and final Homelessness Prevention rules
- Initial and final Transitional Housing rules
- Final consolidated administrative rules for adoption

Timeline



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

Date: Dec. 7, 2025

Department: Housing

Meeting Date: Dec. 16, 2025

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

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

Yesenia Delgado (she/her),
SHS Division Director

Length: 30 minutes

ISSUE STATEMENT

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

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

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

For each reform action, this Work Plan provides:

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

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

ACTION REQUESTED

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

IDENTIFIED POLICY OUTCOMES

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

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

POLICY QUESTION(S)

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

POLICY OPTIONS FOR COUNCIL TO CONSIDER

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

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

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

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

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

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

BACKGROUND

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

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

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

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

ATTACHMENTS

- None