



600 NE Grand Ave.
Portland, OR 97232-2736

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

Wednesday, April 15, 2026

3:00 PM

Metro Regional Center, Zoom Webinar ID:
992 8075 2363; Passcode: 137066
[https://zoom.us/j/99280752363pwd=JYyYa
cbvI9clVer1QnLahJN2Q3JYUO.1](https://zoom.us/j/99280752363pwd=JYyYacbvI9clVer1QnLahJN2Q3JYUO.1) Phone: 888
475 4499 (US Toll Free)

1. **Call to Order, Declaration of a Quorum & Introductions**
2. **Public Communication on Agenda Items**

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

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

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

3. Information/Discussion items

- 3.1 Overview of Committee Role and By-Laws [COM](#)
[26-1083](#)

Attachments: [SHS RPOC Roles and Responsibilities](#)
[SHS RPOC Bylaws](#)

- 3.2 SHS Reforms Overview [COM](#)
[26-1084](#)

Attachments: [Resolution No. 25-5534](#)
[SHS reforms work plan](#)
[Ordinance No. 25-1539](#)
[Exhibit A to Ordinance No. 25-1539](#)
[Resolution No. 26-5567](#)

3.3 SHS Reforms Overview: KEI's, KPI's, and Goals

[COM](#)
[26-1085](#)

4. Committee Member Communication

5. Adjourn

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សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការការពារសិទ្ធិពលរដ្ឋរបស់ 1 សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានការប្រយោជន៍សេវារើសអើងសម្រាប់បុគ្គលិករបស់យើង www.oregonmetro.gov/civilrights។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (រវាង 8 ព្រឹកដល់រវាង 5 ល្ងាច ថ្ងៃច័ន្ទ) ប្រាំពីរថ្ងៃ ថ្ងៃច័ន្ទ មុនថ្ងៃប្រជុំដើម្បីរកចំនួនសម្រាប់ការបកប្រែសម្រាប់លោកអ្នក។

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Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

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File #: COM 26-1083

Agenda Date:4/15/2026

Overview of Committee Role and By-Laws

Raahi Reddi (she/her), Estolano Advisors

Yesenia Delgado (she/her), Metro

Cole Merkel (he/him), Metro



Supportive Housing Services Regional Policy and Oversight Committee Reference guide

RESPONSIBILITIES

- **Evaluate local implementation plans** and make and submit to Metro Council recommendations to advance program goals and support guiding principles;
- **Accept and review annual reports** from local implementation partners for consistency with approved local implementation plans;
- **Monitor financial aspects of program administration**, including review of program expenditures;
- **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;
- Establish and submit to Metro Council for **adoption of regional key performance indicators, key environmental indicators, and SHS Program goals**;
- Periodically review and submit to the Metro Council for **adoption updates to the regional (tri-county) coordination plan**, incorporating adopted regional strategies, metrics and goals, and establishing how funds decided for regional investments pursuant to Metro Code Section 11.01.180 (the “Regional Investment Strategy Fund”) may be used;
- Review and recommend to Metro Council for **approval proposals from local implementation partners to make investments from the Regional Investment Fund (RIF)**;
- 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**;
- **Monitor the implementation of the regional coordination plan**, including the financial investments by the local implementation partners from the Regional Investment Fund; and
- **Perform other duties and functions** that Metro Council may prescribe.



Contact info

HousingServices@oregonmetro.gov

oregonmetro.gov/housing

OregonMetro on Instagram and LinkedIn

INITIAL PRIORITIES

In response to feedback from the Metro Council and jurisdictional and community partners, the RPOC will prioritize addressing the following system needs in addition to its core responsibilities:

- Consider and approve updated key performance indicators, key environmental indicators and goals
- Develop a regional continuous improvement framework to support systemwide efficiencies
- Develop a unified regional funding framework that aligns allocations with performance, outcomes, and system needs
- Develop a clear accountability framework
- Consider SHS Oversight Committee recommendations
- Review Tri-County Planning Body regional plan that includes-approved goals, implementation plans and regional investment fund strategies
- Review spending for Populations A and B
- Initiate provider contract improvements
- Consider annual independent audit
- Develop regional homeless services legislative agenda

Reporting periods and due dates

Report:	Q1 Report	Q2 Report	Q3 Report	Q4 Report	Annual Report	Annual Work Plans
Reporting period:	July 1- Sept. 30	Oct. 1- Dec. 31	Jan. 1- March 31	April 1- June 30	July 1- June 30	
Due date:	Nov. 15	Feb. 15	May 15	Aug, 15	Oct. 15	Draft: April 1 Revisions: June 15
Required submission:	<ul style="list-style-type: none"> • Quarterly progress report • Financial report • HMIS data sets 				<ul style="list-style-type: none"> • Annual report • Financial report 	<ul style="list-style-type: none"> • Annual work plan

Key documents



Local implementation plans (LIP)

Created by each county, they include their local implementation strategies and commitments for using the SHS funds in 10 years. They describe their local housing and homeless service needs, the current programming that existed at the time of LIP development and their planned investments.

SHS Work Plan (2020)

Guides implementation of the regional program and sets key performance metrics. It includes an SHS governance structure, explanation of funding distribution and eligible uses, accountability structures and processes and regional coordination responsibilities.

Intergovernmental agreements (2022)

Legal contracts between Metro and each county that govern the implementation of the SHS program.

Tri-County Planning Body (TCPB) Regional Plan (2025)

Summarizes the work of the TCPB as of the fall of 2025. Describes six regional goal areas to strengthen SHS implementation: landlord recruitment, alignment with healthcare systems, streamlining coordinated entry, strengthening service delivery through training, improving service capacity through technical assistance, and stabilizing recruitment and retention of SHS frontline staff. Includes implementation strategies for each goal and approved budgets through the Regional Investment Fund. It also includes recommendations to build upon their foundational work.

County annual work plans

Each county outlines their annual goals in relation to their local implementation plans. The work plans are broken into five categories: housing/program quantitative goals, racial equity strategies to meet goals to address racial disparities, capacity building at a lead agency/system level, service provider capacity building, and other annual goals based on LIP.

County quarterly reports

Sent to Metro by each county every quarter and detail progress toward annual work plan and local implementation goals, financial spending and quantitative data. Disaggregated data includes housing placements by intervention type and total number of people in housing using an RLRA voucher.

County annual reports

Sent to Metro by each county annually to communicate program progress and is also an oversight/accountability check against the SHS regional outcome metrics and each county's local implementation plan, annual work plan and annual budget.

Annual regional report

Compiled by Metro with the insight and support of the SHS RPOC. It provides a regional look at the progress toward 10-year SHS program goals with more extensive financial reporting and reviews the regional system holistically rather than viewing each county individually like the quarterly reports, work plans or county annual reports.

SHS Reforms



Between December 2025 and March 2026, Metro Council adopted legislation establishing a governance framework for the next five years of SHS implementation, including the SHS Regional Policy and Oversight Committee.

SHS Regional Policy and Oversight Committee (2025)

Ordinance 25-1539 consolidates the SHS Regional Oversight Committee and Tri-County Planning Body into a new SHS Regional Policy and Oversight Committee and establishes the Committee's duties and membership. Metro Council adopted the ordinance on December 16, 2025; it took effect on April 1, 2026.

SHS Reform Work Plan (2025)

Adopted by Metro Council in December 2025, the SHS Reforms Work Plan (Resolution 25-5534) outlines five reform actions related to governance, regional investments, KPIs and goals, data transparency, and standards. Each action includes background information, a high-level description of reform actions, key milestones and deliverables and a timeline.

SHS Regional Policy and Oversight Committee Accountability Measure and Agenda Priorities (2026)

Adopted by Metro Council in March 2026, Resolution 26-5567 directs Metro staff to develop additional priority areas for Committee and Metro Council approval. These priority areas include regional performance metrics dashboard, regional investment fund governance and alignment, regional continuous improvement framework and system capacity, regional funding framework for performance and accountability, and regional accountability and corrective action plan framework.

SHS REGIONAL POLICY AND OVERSIGHT COMMITTEE BYLAWS

Adoption Date _____.

ARTICLE I NAME

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

ARTICLE II PURPOSE AND AUTHORITY; RELATIONSHIP TO COUNCIL

Section 1. Establishing Authority

Ordinance No. 25-1539 established the SHS Regional Policy and Oversight Committee.

Section 2. Metro Code Governing Section

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

Section 3. Purpose and Authority

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

1. Evaluate local implementation plans, and make and submit recommendations to Metro Council to advance program goals and support guiding principles;
2. Accept and review annual reports from Local Implementation Partners for consistency with approved local implementation plans;
3. Monitor financial aspects of program administration, including review of program expenditures;
4. Provide an annual report and presentation to Metro Council and Clackamas, Multnomah, and Washington County Boards of Commissioners assessing SHS Program performance, challenges, and outcomes;
5. Establish and submit to Metro Council for adoption regional key performance indicators, key environmental indicators, and SHS Program goals;

6. Periodically review and submit to the Metro Council for adoption updates to the regional coordination plan, incorporating adopted regional strategies, metrics and goals, and establishing how funds dedicated for regional investments pursuant to Metro Code Section 11.01.180 (the “Regional Investment Strategy Fund”) may be used;
7. Review and recommend to Metro Council for approval proposals from Local Implementation Partners to make investments from the Regional Strategy Investment Fund;
8. Develop and recommend to Metro Council for approval of guidance to Local Implementation Partners on the implementation of strategies to achieve regional goals and outcomes;
9. Monitor the implementation of the Regional Coordination Plan, including the financial investments by the Local Implementation Partners from the Regional Strategy Investment Fund; and
10. Perform other duties and functions that Metro Council may prescribe.

Section 4. Relationship to Metro Council

The SHS RPOC is an advisory committee to Metro Council.

**ARTICLE III
MEMBERSHIP AND APPOINTMENT**

Section 1. Composition of Committee

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

Voting Members

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

Non-Voting Members

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

Section 2. Appointment of Members

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

Section 3. Alternate Members

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

**ARTICLE IV
OFFICERS AND DUTIES**

Section 1. Officers

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

Section 2. Appointment of Officers

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

Section 3. Duties of the Chair

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

- Allow facilitators to lead discussions and keep the group to time/task.
- Participate in committee discussions and forming committee recommendations.

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

Section 4. Duties of the Vice-Chair

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

Section 5. Officer Voting

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

**ARTICLE V
MEETINGS**

Section 1. Public Meetings Compliance

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

Section 2. Quorum

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

Section 3. Frequency of Meetings

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

Section 4. Special or Emergency Meetings

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

Section 5. Remote and Hybrid Participation

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

Section 6. Meeting Conduct and Expectations

- A. Unexcused absence from regularly scheduled meetings for three consecutive months requires the chair to notify the appointing governing body with a request

for remedial action. In the case of the representative for the "cities" of Multnomah, Washington and Clackamas Counties, the chair will contact the largest city being represented to convene a forum of represented cities to take remedial action.

- B. Members should prioritize a regional perspective and alignment but also respect the need for local flexibility to meet local needs.
- C. The Committee will provide an opportunity for the public to provide comment on relevant issues, both agenda and non-agenda, at each of its regularly scheduled meetings.
- D. The Committee will establish and periodically review a community agreement, adopted by a majority vote of members. The community agreement must set forth shared expectations for respectful conduct, participation, and collaboration.
- E. All members are expected to uphold any adopted community agreement during Committee meetings and activities. The chair and any facilitator are authorized to reference community agreements in facilitating meetings and addressing conduct concerns.
- F. Failure to adhere to an adopted community agreement may be addressed through facilitative or restorative approaches, and, if unresolved, requires the chair to notify the appointing governing body with a request for remedial action.
- G. The Committee may establish other rules of procedure as deemed necessary for the conduct of business.

Section 7. Subcommittees

As provided in Metro Code Section 2.19.050, the Committee operates as a committee of the whole and may not appoint subcommittees or otherwise create any advisory bodies, except that the Committee may create subcommittees of limited duration as provided in Metro Code Section 2.19.070(d). Any subcommittee meetings must be conducted consistent with Oregon public meetings law.

ARTICLE VI VOTING AND DECISION-MAKING

Section 1. Voting Rights

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

Section 2. Voting Method

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

Section 3. Required Vote

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

Section 4. Modified Consensus Voting

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

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

ARTICLE VII MINUTES

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

ARTICLE VIII COMPLIANCE WITH STATE LAW AND METRO CODE

The Committee and its members must comply with all applicable provisions of state law and Metro Code. This includes, but is not limited to public meetings law, public records law, ethics laws, and conflict-of-interest requirements. Nothing in these bylaws supersedes or replaces applicable law.

**ARTICLE IX
STAFF SUPPORT AND RESOURCES**

Metro staff will provide the Committee with key policy and program information and context as needed. Metro will provide the facilities and support staff necessary to conduct the meetings and support Committee activities.

**ARTICLE X
AMENDMENTS TO BYLAWS**

Section 1. Authority to Amend

Only the Metro Council has authority to amend these bylaws.

Section 2. Amendment Process

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

Section 3. Effective Date of Amendments

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



Metro

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

Agenda #: 3.2

File #: COM 26-1084

Agenda Date:4/15/2026

SHS Reforms Overview

Raahi Reddi (she/her), Estolano Advisors

Liam Frost (he/him), Metro

Yesenia Delgado (she/her), Metro

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



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

Supportive Housing Services Reforms Work Plan

Prepared by Metro Housing Department
Dec 9, 2025

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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

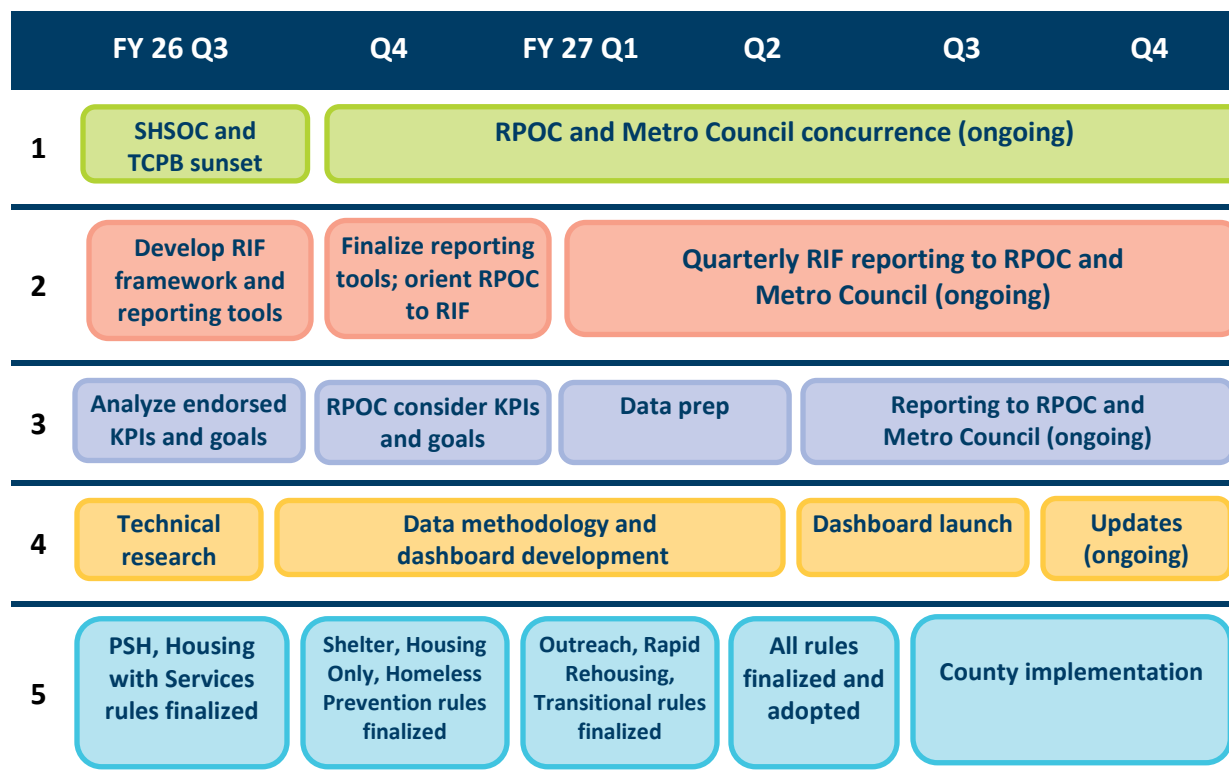
This Work Plan captures specific administrative changes to the SHS Program and does not include the day-to-day work of oversight, policy and accountability that Metro Housing staff conduct. Rather, the actions contained in this work plan will enhance the ongoing work of the Metro Housing Department.

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



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

- 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.

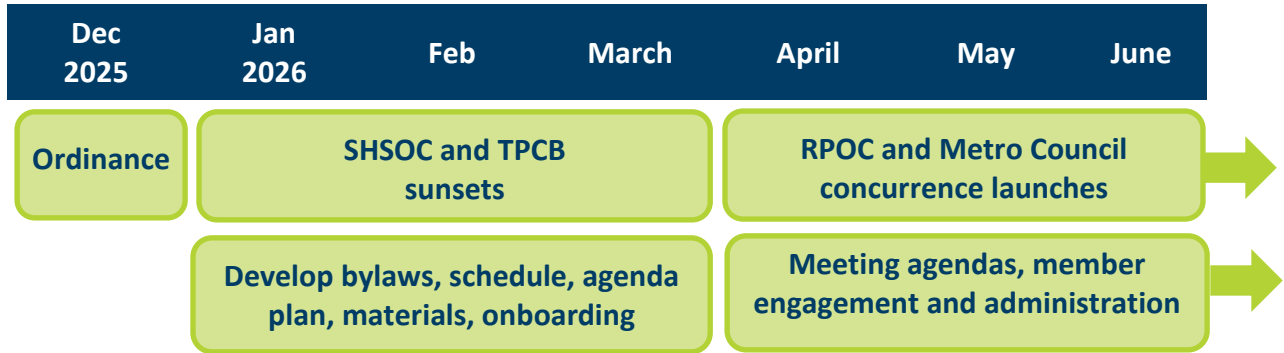
* Milestones assume a monthly RPOC meeting schedule for illustrative purposes only. The RPOC meeting frequency and subsequent Metro Council concurrence schedule will be determined by RPOC Chair and Metro Council; the milestones, deliverables and timeline sections in this Work Plan may adjust accordingly.

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
 - 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

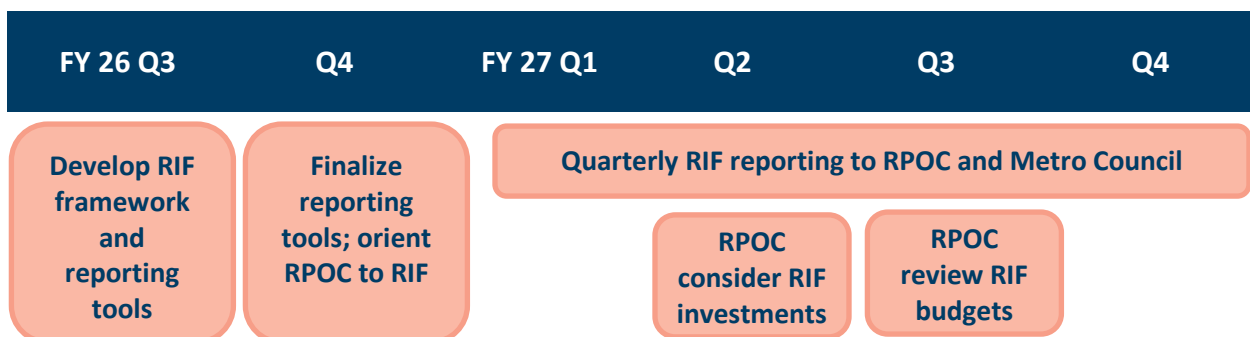
- **Jan–Mar 2026**
 - Release the RIF budgeting framework to provide County implementation partners with guidance on budgeting for RIF
 - Develop programmatic and financial RIF reporting tools
- **April–June 2026**
 - Finalize reporting tools
 - Orient RPOC to new RIF framework and reporting requirements
- **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*)

- 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.

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
Vacancy rates <ul style="list-style-type: none"> Private market (various affordability levels) 	<ul style="list-style-type: none"> Housing supply / need System inflow / outflow

<p><i>(Vacancy rates continued)</i></p> <ul style="list-style-type: none"> • Regulated affordable (different MFI levels) 	
<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 (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

- 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

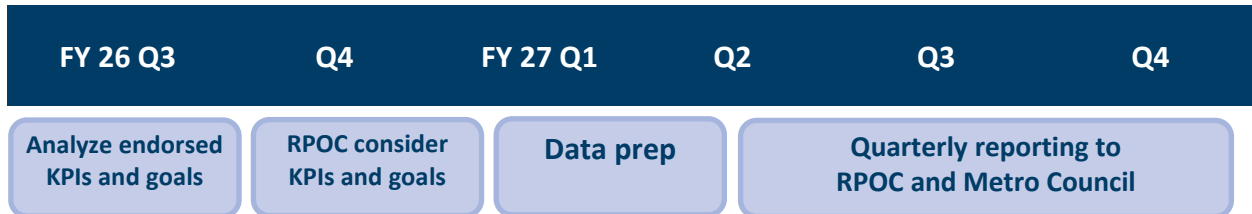
- **Dec 2025:** Metro Council *endorsement* of new regional KPIs and goals through SHS Reform Work Plan resolution
- **Jan–March 2026**
 - Completion of initial Metro staff analysis of draft KPIs and goal
 - Draft updated data reporting templates
- **April–June 2026**
 - RPOC consideration and recommendation 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

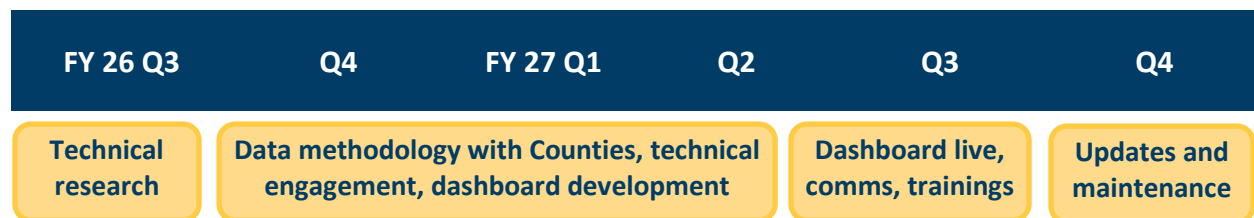
- **Aug–Dec 2026**
 - Complete technical build (backend, accessibility, branding)
 - Complete user testing, county review, and Council engagement
 - Finalize dashboard design after feedback
- **Dec 2026**
 - Publicly launch dashboard with communications and trainings
- **Jan 2027–ongoing**
 - Update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



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

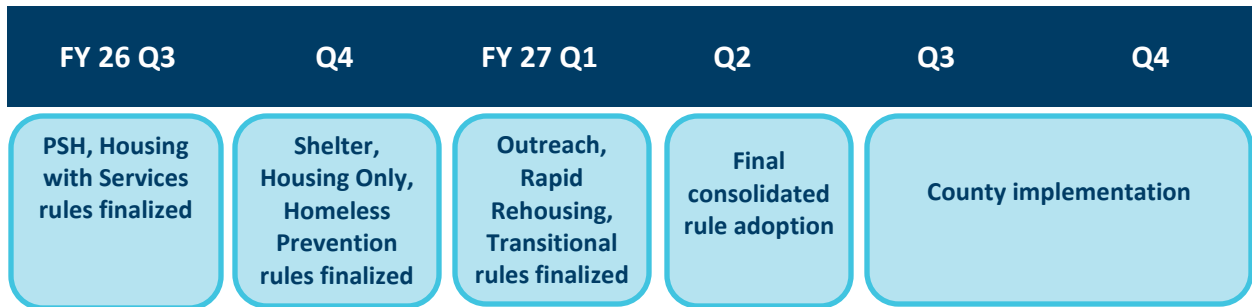
Deliverables

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
- 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



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 21-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	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	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.

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING)	RESOLUTION NO. 26-5567
OVERSIGHT AND ACCOUNTABILITY)	
MEASURES AND AGENDA PRIORITIES)	Introduced by Councilor Duncan Hwang and
FOR THE SUPPORTIVE HOUSING)	Councilor Juan Carlos Gonzalez in
SERVICES REGIONAL POLICY AND)	concurrence with Council President Lynn
OVERSIGHT COMMITTEE)	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, on December 16, 2025, the Metro Council adopted Ordinance 25-1539 outlining the provisions governing the Supportive Housing Services (SHS) Regional Policy and Oversight Committee (SHS RPOC) in Metro Code Section 2.19.280; and

WHEREAS, on December 16, 2025, the Metro Council adopted the SHS Reforms Work Plan (the “Work Plan”) which outlines implementation for sunsetting the Supportive Housing Services Oversight Committee and the Tri-County Planning Body and launching the new SHS RPOC (see Resolution 25-5534); and

WHEREAS, The Tri-County Planning Body and Supportive Housing Services Oversight Committee were created as part of the SHS measure codification in order to provide public input and oversight in guiding implementation of the SHS measure; and

WHEREAS, the year 2025 marked the midpoint of 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 received consistent feedback from the Metro 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 the SHS program’s success; and

WHEREAS, stakeholders consistently underscored that the goal of the SHS program is to deliver critical and comprehensive supportive housing services - made possible through SHS funding - to help people experiencing homelessness get housing and stay housed; 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 emphasized that SHS resources remain vital to the region's ongoing efforts to address homelessness for people living in our region, particularly amid continued uncertainty surrounding federal funding; and

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

WHEREAS, the Work Plan proposes that Metro Council endorse draft regional key performance indicators (KPIs), key environmental indicators (KEIs), and goals for consideration by the future SHS RPOC, which would then provide recommendations to Metro Council for approval, as these proposed metrics are intended to support effective regional oversight and decision-making (Action 3. KPSs and Goals, pg. 12-17); and

WHEREAS, the Work Plan proposes additional priorities for consideration beyond the essential duties of the SHS RPOC in response to feedback from the Metro Council and jurisdictional and community partners in addition to its core responsibilities as outlined in Metro Code and the intergovernmental agreements with counties; and

WHEREAS, the Work Plan directs the development of a new regional data dashboard and calls for quarterly reporting to SHS RPOC and the Metro Council once the KPIs and goals are approved (Action 3. KPSs and Goals, pg. 12-17); and

WHEREAS, the Metro Housing Department provides counties with a Quarterly Performance Review letter to evaluate progress towards adopted targets and provides follow up analysis related to compliance; and

WHEREAS, the Metro Council codified the initial SHS allocation in Metro Code section 11.01.090 (Allocation of Revenue and Program Funds); and

WHEREAS, the Metro Housing Department is coordinating with Multnomah County to upgrade the regional Homeless Management Information System (HMIS) to support more accurate and timely data; and

WHEREAS, the Metro Housing Department is addressing consistent reporting expectations for counties and providers through existing data collection and reporting framework efforts, including the development of a new regional public data dashboard (Work Plan - Action 4. Data Transparency, pg. 18-19); and

WHEREAS, the Metro Housing Department verifies, validates, and analyzes data submitted by implementing partners to ensure alignment with SHS requirements and best practices; and

WHEREAS, the Metro Auditor has reviewed key performance data and provided recommendations to strengthen data collection and reporting for the Housing Department to implement; and

WHEREAS, the Work Plan directs Metro staff to collaboratively develop a Regional Investment Fund (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 (Action 2. Regional Investments, pg. 10-11); and

WHEREAS, the Work Plan directs the SHS RPOC to consider performance-based systems management through a continuous improvement framework (Action 1. Governance, pg. 7); and

WHEREAS, Multnomah, Washington and Clackamas counties have adopted a “Built for Zero” methodology and approach, a national initiative and methodology (led by Community Solutions) that helps communities end homelessness for specific populations like veterans, chronic homelessness, youth, and similar targeted groups;

WHEREAS, regionalism in the SHS system depends on counties and service providers within the tri-county Portland metro area sharing alignment on treatment philosophy and continuums of care, so that they may execute a coordinated, data-informed decision strategy to plan, fund, and deliver housing and support services—rather than each jurisdiction operating independently; now therefore,

BE IT RESOLVED the Metro Council directs as follows:

1. Regional Performance Metrics and Dashboard

Metro staff will launch a regional performance dashboard that includes clear, outcome-based KPIs and KEIs aligned across Metro and the counties. This should include:

- Inflow
- Outflow
- Housing placement and retention
- System throughput measures
- Number of people served and SHS funds spent by Population A (defined by extremely low-income; and have one or more disabling conditions; and are experiencing or at imminent risk of experiencing long-term or frequent episodes of literal homelessness)
- Number of people served and SHS funds spent by Population B (defined as experiencing homelessness; or have a substantial risk of experiencing homelessness)

The regional performance dashboard should interface with the regional HMIS system, include standardized definitions and reporting; and be supported by a publicly accessible dashboard that includes regional goals approved by Metro Council to enable transparent monitoring, performance management, and timely corrective action.

2. Regional Investment Fund (RIF) Governance and Alignment (by September 2026)

Metro Council directs staff to present two governance frameworks of the Regional Investment Fund (RIF) for Council consideration by September 30th, 2026 with a goal of transitioning funding decisions and disbursement responsibilities to Metro.

Additionally, Metro staff will present on the six existing goal areas as identified by the Tri-County Planning Body for SHS RPOC to consider using as criteria for prioritization of future investments under the RIF. The six goals are:

- Landlord recruitment and retention
- Employee recruitment and retention
- Coordinated entry
- Healthcare system alignment

- Technical assistance
- Training

3. Regional Continuous Improvement Framework and System Capacity

The SHS RPOC will develop and recommend to Metro Council a recognized continuous improvement framework to support systemwide efficiency across Metro counties and providers. Metro and the counties should support capacity for training, technical assistance, and implementation using Regional Investment Fund resources to assist partners with identifying barriers, improving performance, and achieving regional system goals.

Additionally, SHS RPOC will be responsible for assessing its own structure regarding effectiveness in achieving the adopted regional and system performance goals, including transparency, funds sufficiency, and allocation priorities after the two-year mark of the committee. SHS RPOC may propose modifications to its structure and roles, as well as consideration of potential technical committees, for review and determination by Metro Council.

4. Regional Funding Framework for Performance and Accountability (by May 2028)

The SHS RPOC will develop and recommend to Metro Council a unified regional funding framework that aligns allocations with performance, outcomes, and system needs, while ensuring baseline operational stability. This framework should enable transparent, data-driven investment decisions, support regional system optimization, and provide Metro Council with a clear basis for a future funding distribution framework.

5. Regional Accountability and Corrective Action Plan Framework (by December 2026)

The SHS RPOC will develop and recommend to Metro Council a clear accountability framework that defines performance expectations, monitoring procedures, and escalation pathways for non-performance, building on existing IGA language. This framework should include standardized criteria and timelines for Corrective Action Plans, and conditions for resolution to ensure timely intervention and sustained system effectiveness.

ADOPTED by the Metro Council this 12th day of March 2026.

Lynn Peterson, Council President

Approved as to Form:

Carrie MacLaren, Metro Attorney