



600 NE Grand Ave.
Portland, OR 97232-2736

Council work session agenda

Tuesday, March 3, 2026

10:30 AM

Metro Regional Center, Council Chamber;
<https://zoom.us/j/615079992> (Webinar ID:
615079992) or 253-205-0468 (toll free),
[https://www.youtube.com/watch?
v=gyNYvJE8k-olt](https://www.youtube.com/watch?v=gyNYvJE8k-olt)

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

1. Call to Order and Roll Call

2. Work Session Topics:

- 2.1 Cooling Corridors Implementation: Proposed Extreme Heat and Climate Declaration [26-6443](#)

Presenter(s): Jai Daniels, she/her, Associate Transportation Planner
Kim Ellis, she/her, Regional Transportation Planning
Manager

Attachments: [Staff Report](#)
[Attachment 1- Draft Resolution No. 26-6443](#)
[Attachment 2- Extreme Heat and Climate Research Overview](#)
[Attachment 3- Schedule](#)

- 2.2 Supportive Housing Services Performance Metrics Update [26-6420](#)

Presenter(s): Liam Frost (he/him), Interim Housing Director
Yesenia Delgado (she/hers), SHS Division Director

Attachments: [Staff Report](#)
[Attachment 1](#)

- 2.3 Discussion on Draft Resolution no. 26-5567 For the Purpose of Adopting Oversight and Accountability Measures and Agenda Priorities for the Supportive Housing Services Regional Policy and Oversight Committee [26-6468](#)

Presenter(s): Councilor Duncan Hwang

Attachments: [Staff Report](#)
[Draft Resolution no. 26-5567](#)

- 3. Chief Operating Officer Communication**
- 4. Councilor Communication**
- 5. Adjourn to Executive Session**

The executive session will be held in two parts. Part 1 of the executive session will be held pursuant to ORS 192.660(2)(f) to consider information or records that are exempt by law from public inspection and (2)(e) to conduct deliberations with persons designated by the governing body to negotiate real property transaction.

Only members of the news media and designated staff will be allowed to attend part 1 of the executive session. If you are a member of the news media wish to attend the executive session, please call or email the Legislative Coordinator at least 24 hours before the noticed meeting at legislativecoordinator@oregonmetro.gov or 503-797-1916. Representatives of the news media and all other attendees are specifically directed not to disclose information that is the subject of the executive session.

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

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600 NE Grand Ave.
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Agenda #: 2.1

File #: 26-6443

Agenda Date: 3/2/2026

Cooling Corridors Implementation: Proposed Extreme Heat and Climate Declaration

Jai Daniels, she/her, Associate Transportation Planner

Kim Ellis, she/her, Regional Transportation Planning Manager

STAFF REPORT

PROPOSED DECLARATION OF EXTREME HEAT AND CLIMATE CHANGE AS CRITICAL AND GROWING THREATS AND DESIGNATING A REGIONWIDE HEAT SEASON

Date: February 18, 2026

Presenters:

Department: Planning, Development & Research

Jai Daniels, she/her, Associate Transportation Planner

Meeting Date: March 3, 2026

Kim Ellis, she/her, Regional Transportation Planning Manager

Prepared by: Jai Daniels,
jai.daniels@oregonmetro.gov

Length: 30 minutes

ISSUE STATEMENT

Extreme heat is a critical and growing threat in greater Portland with wide-ranging impacts on public health, infrastructure, natural ecosystems, and quality of life. The 2021 heat dome killing more than 80 people in the tri-county area, with more than 70 in Multnomah County alone, underscores the severity and immediacy of this threat. The number of hot days and heat-related illnesses in the region continue to rise each year.

While extreme heat poses an increasingly urgent threat, the region also faces other climate hazards, including wildfire smoke, drought, and ice storms. As climate change intensifies the frequency and severity of these events, the region must address all climate hazards in a coordinated manner.

This action was identified as a potential first step for Metro to take to implement recommendations from the Cooling Corridors Study. This action builds on existing efforts in the region, including extreme heat notifications and emergency response protocols at Metro and partner agencies. Rather than replacing current procedures, it is intended to highlight the important work already underway to increase awareness and strengthen regional and community resilience to heat.

ACTION REQUESTED

Council discussion and feedback on Resolution No. 26-6443.

The resolution declares extreme heat and climate change as critical and growing threats to the greater Portland region and designates a regionwide heat season with the dates May 1 through September 30, with the understanding that this period may be amended in the future as climate conditions change.

IDENTIFIED POLICY OUTCOMES

Declaring extreme heat and climate change as critical and growing threats to the greater Portland region and designating a regionwide heat season would elevate extreme heat as a critical regional issue, raise public awareness of the risks of extreme heat, and support coordinated action within Metro’s internal functions and among Metro and local and regional partners.

POLICY QUESTIONS

- Does Council support declaring extreme heat and climate change as critical and growing threats to the greater Portland region and designating a regionwide heat season?
- Is there anything missing from the resolution that would better convey urgency, define the challenge, or describe actions?
- Is there specific advice Council would like from the Metro Policy Advisory Committee (MPAC) and the Metro Committee on Racial Equity (CORE) regarding this resolution?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

1. **Declare extreme heat and climate change as critical threats and designate a regionwide heat season.** This option is supported by past Metro Council actions and more recent studies, including Metro’s Cooling Corridor Study and the Tri-County Portland Metro Region Heat Watch Report, and is aimed at increasing public awareness and proactive preparedness rather than treating heat as a sporadic, temporary emergency.
2. **Do not take formal action on this issue at this time.** This option maintains current approaches, relying on city and county emergency declarations during extreme heat events.

STAFF RECOMMENDATIONS

Staff recommends Council declare extreme heat and climate change as critical threats and designate a regionwide heat season. Pending Council support, staff will seek feedback from the Metro Technical Advisory Committee (MTAC) and Metro Policy Advisory Committee (MPAC) prior to Council consideration of Resolution No. 26-6443.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Relationship to Metro goals and policies

Reducing climate pollution is a core tenet of Metro policies and guiding frameworks, including the following:

- Metro Council’s five-year strategic targets, adopted in 2023, include a target titled “Meeting our Climate and Resilience Goals” that states, “we must reduce greenhouse gas emissions.”

- Metro’s six desired outcomes, adopted in 2008 in Chapter 1 of the Regional Framework Plan, include “The region is a leader on climate change, on minimizing contributions to global warming.”
- “Lead efforts to reduce impacts of climate change and minimize release of toxins in the environment” is one of the values that guides Metro’s 2030 Regional Waste Plan.
- The Climate Smart Strategy, adopted in 2014, guides Metro’s efforts to reduce climate pollution through its land use and transportation planning activities in order to meet targets set by the state.

All of the documents above address both climate and equity and aim to reduce climate pollution in a way that increases opportunities for marginalized community members.

Known opposition, support, and community feedback

Metro’s cooling corridors study engaged with over 135 people, including vulnerable community members, representatives from community-based organizations, local and regional partners, and technical experts, to identify nine recommendations and 47 actions to build regional resilience to extreme heat, including the recommendation to declare extreme heat and climate change as issues of metropolitan concern and to designate a regionwide heat season.

Supported by state and regional partners, Metro staff developed the draft resolution in consultation with the State of Oregon Resilience Officer and public health and emergency management staff at Clackamas County, Multnomah County, and Washington County.

Legal antecedents

Several state, regional, and local actions relate to this action.

State actions

- **Oregon’s Executive Order 20-04** establishes climate pollution reduction goals that require the support of coordinated actions at the local and regional levels to achieve.
- **Oregon’s Executive Order 25-29** increases the pace and scale of the State’s response to reducing carbon pollution while strengthening grid reliability and energy affordability.

Metro Council actions

- **Ordinance No. 14-1346B** (For the purpose of adopting the Climate Smart Strategy and Amending the Regional Framework Plan to Comply with State Law), adopted by the Metro Council on December 18, 2014. The strategy identifies actions to reduce climate pollution from transportation.
- **Ordinance No. 19-1431** (For the purpose of adopting the Regional Waste Plan), adopted by the Metro Council on March 7, 2019. The plan identifies actions to reduce climate pollution from food, goods, and services.

- **Resolution No. 24-5376** (For the purpose of adopting the federal legislative agenda for the 118th Congress), adopted by Metro Council on January 25, 2024. The resolution defined Metro Council’s legislative values, including *Tackle Climate Change and Restore Climate Stability*, and Council’s legislative principles, including *Improve Ecosystem Resilience to Climate Change*.
- **Resolution No. 24-5377** (For the purpose of adopting the 2024 state legislative agenda), adopted by Metro Council on January 25, 2024. The resolution defined Metro Council’s 2024 legislative principles, including *Climate Justice* and *Disaster Resilience*.
- **Resolution No. 25-5532** (For the purpose of endorsing the findings and recommendations in the Comprehensive Climate Action Plan for the Portland-Vancouver Metropolitan Statistical Area), adopted by Metro Council on November 13, 2025. The resolution directs Metro’s chief operating officer to work with Metro Council to identify priority climate actions for Metro to implement in the next five years to help reduce climate pollution, build resilience, and address the impacts of climate change on communities, infrastructure, and natural systems.

Local actions

- **City of Portland’s Resolution No. D/84652** (Declare an immediate mobilization effort initiating greater action, resources, collaboration, and new approaches to restore a safe climate resolution), adopted by the Portland City Council on June 30, 2020. The resolution acknowledges the Portland metro area faces a human-made climate emergency and frontline communities are most impacted by climate change.

BACKGROUND

There are several agencies and organizations in the region that are already working to prepare for and respond to the worsening heat crisis. Local governments are implementing initiatives to prepare for and respond to heat events, supply more heat pump cooling units, and build more energy-efficient and climate-resilient transportation infrastructure and buildings. Public health departments are tracking annual heat-related deaths, illnesses, and hospitalizations and implementing initiatives to increase access to cooling resources and information. Community organizations are leading efforts in their communities to plant more trees, provide education on how to prepare for extreme heat events, and connect vulnerable communities to cooling resources.

To explore Metro’s role in addressing extreme heat in greater Portland, the cooling corridors study was initiated by Chief Operating Officer Marissa Madrigal on behalf of Metro Council. The study was completed in December 2025. It assessed heat risk across greater Portland, identified priority areas for investments, researched heat mitigation and adaptation strategies, and recommended actionable solutions to adapting and building resilience to extreme heat in the region. The study identified nine recommendations and 47 supporting actions intended to guide Metro and partner agencies.

The cooling corridors study was presented to Metro Council during a work session in October 2025. The presentation described the background research, map-based analysis, and community and partner engagement, and introduced the draft recommendations and potential supporting actions, focusing on five near-term actions for Council consideration. One of the five near-term actions recommended that Council declare extreme heat and climate as issues of metropolitan concern and designate a regionwide heat season.

In November 2025, Metro Council adopted Resolution No. 25-5532, which endorsed the findings and recommendations in the Comprehensive Climate Action Plan for the Portland-Vancouver Metropolitan Statistical Area. As part of the resolution, Metro Council directed Metro's chief operating officer to work with Metro Council to identify priority climate actions for Metro to implement in the next five years to help reduce climate pollution, build resilience, and address the impacts of climate change on communities, infrastructure, and natural systems.

ATTACHMENTS

- Attachment 1 – Draft Resolution No. 26-6443
- Attachment 2 – Extreme Heat and Climate Research Overview
- Attachment 3 – Schedule

Is legislation required for Council action? Yes.

If yes, is draft legislation attached? Yes.

What other materials are you presenting today? Presentation slides.

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF DECLARING)	RESOLUTION NO. 26-6443
EXTREME HEAT AND CLIMATE CHANGE AS)	
CRITICAL AND GROWING THREATS AND)	Introduced by Chief Operating Officer
DESIGNATING A REGIONWIDE HEAT)	Marissa Madrigal in concurrence with
SEASON)	Council President Lynn Peterson

WHEREAS, in 1992 the people of the greater Portland region voted to approve Metro’s home rule charter, which charged the regional government with “its most important service, planning and policy making to preserve and enhance the quality of life and the environment for ourselves and future generations”; and

WHEREAS, the Metro Charter states in Section 6: “Metro is also authorized to exercise the following functions” including “metropolitan aspects of natural disaster planning and response coordination”; and

WHEREAS, the greater Portland region is faced with natural hazards, including extreme heat, wildfire smoke, drought, and ice storms, that are intensified by climate change; and

WHEREAS, average temperatures and extreme heat events are amplified by the urban heat island effect, defined by the U.S. Environmental Protection Agency as “a measurable increase in ambient urban air temperatures resulting primarily from the replacement of vegetation with buildings, roads, and other heat-absorbing infrastructure”; and

WHEREAS, historical land use and transportation planning decisions, including discriminatory housing policies, highway placement, and unequal distribution of tree canopy, have contributed to greater urban heat island effects and disparities in heat exposure, adaptive capacity, and sensitivity across the region; and

WHEREAS, these disparities, combined with other vulnerability factors, cause extreme heat events and urban heat island effects to disproportionately impact older adults, youth, people living alone, people living without access to cooling, unhoused people or people experiencing unstable housing, people with chronic health conditions, outdoor workers, veterans, people with lower income, and Black, brown, and Indigenous communities; and

WHEREAS, extreme heat is the deadliest weather-related disaster, killing more people on average than hurricanes, tornadoes, floods, and lightning; and

WHEREAS, extreme heat is a critical and growing threat in greater Portland with wide-ranging impacts on public health, infrastructure, natural ecosystems, and quality of life; and

WHEREAS, greater Portland experienced record-breaking temperatures during the 2021 heat dome that killed more than 80 people in the tri-county area and continues to experience increasingly higher numbers of heat-related illnesses each year; and

WHEREAS, extreme heat events can severely impact the region’s economy by disrupting business operations, damage infrastructure like roads and transit systems, and put stress on trees and other vegetation not adapted to higher temperatures; and

WHEREAS, Metro Council has demonstrated a commitment to addressing climate change through prior resolutions, and plans that guide Metro’s work – including the Regional Framework Plan, Regional Transportation Plan, Climate Smart Strategy, Comprehensive Climate Action Plan, Regional Waste Plan, Metro Parks and Nature System Plan, and Metro Sustainability Plan – include goals, policies, and actions to reduce climate pollution and address climate change impacts; and

WHEREAS, Metro’s Cooling Corridors Study developed recommendations to build regional resilience to extreme heat through research, analysis, and engagement with Metro’s technical and policy advisory committees and over 135 people – including vulnerable community members, representatives from community-based organizations, local and regional partners, and technical experts – and identified 47 actions to support those recommendations, including a recommendation for the Metro Council to declare extreme heat and climate change as issues of regional concern and to designate a regionwide heat season; and

WHEREAS, in 2020 the City of Portland declared a climate emergency, recognizing that the greater Portland region faces a human-made crisis that disproportionately impacts frontline communities, and committed to a climate justice and equity-focused approach in its climate action planning and implementation; and

WHEREAS, Clackamas, Multnomah, and Washington counties observe the period of May 1 through September 30 for monitoring and reporting practices and standard operating procedures for heat, consistent with the Centers for Disease Control and Prevention (CDC) and guidance from the Council of State and Territorial Epidemiologists; and

WHEREAS, Metro staff consulted with the State Resilience Officer, public health and emergency management staff at county agencies, the Metro Technical Advisory Committee and the Metro Policy Advisory Committee to develop this resolution; and

WHEREAS, local and regional public agencies and community-based organizations are currently working towards addressing extreme heat and climate change, and coordinated action is needed to strengthen these efforts and build regional resilience; now therefore,

BE IT RESOLVED that the Metro Council:

1. Declares extreme heat and climate change as critical and growing threats to the greater Portland region.
2. Designates May 1 to September 30 as the official heat season for the greater Portland region to raise public awareness of extreme heat as a critical and recurring threat, with the understanding that this period may be amended in the future as climate conditions change.
3. Supports coordinated efforts to address extreme heat and other climate hazards within Metro’s internal functions and among local, regional, and state partners, prioritizing investments and interventions in communities experiencing disproportionate heat exposure, limited adaptive capacity, and heightened sensitivity to climate impacts.

ADOPTED by the Metro Council this [insert date] day of [insert month] [insert year].

Lynn Peterson, Council President

Approved as to Form:

Carrie MacLaren, Metro Attorney

DRAFT

A review of extreme heat and climate-related legislation, policies, operational practices, and emerging data

This document provides an overview of governmental actions related to extreme heat and climate at Metro, local agencies in greater Portland, the State of Oregon, and the federal government, and highlights emerging data and research that underscore the growing threat of extreme heat and climate change and the need for local and regional action.

Summary of governmental actions

The following section details the legislation, policies, and practices that guide climate-related efforts in the region.

Metro

In 2008, Metro Council adopted Resolution No. 08-3940 to define a successful greater Portland region, which included statements like "The region is a leader in minimizing contributions to global warming" and "Current and future generations enjoy clean air, clean water and healthy ecosystems."

In 2014, Metro Council adopted the Climate Smart Strategy – a set of policies, strategies and near-term actions to guide how the region reduces greenhouse gas emissions – as part of the preferred land use and transportation scenario in the Regional Framework Plan that is required by the State.

In 2023, Metro Council adopted five-year strategic targets that include a target titled “Meeting our Climate and Resilience Goals” that states, “we must reduce greenhouse gas emissions.”

In 2024, Metro Council declared the following climate-related legislative value and principle for the 118th U.S. Congress that introduce the ideas of adaptation and resilience:

- **Tackle Climate Change and Restore Climate Stability:** Metro supports efforts, policies, and bold investments to combat and adapt to climate change and reduce

Local action is needed

Despite the critical need for federal assistance, state and local governments cannot expect federal agencies to provide meaningful help before, during, or after dangerous heat events.

- State and local policymakers will need to take the lead to help protect residents from extreme heat.
- Near-term changes in the federal funding landscape are unlikely.
- State and local governments need to act now by:
 - Appointing leaders empowered to oversee extreme heat planning and response
 - Budgeting for extreme heat on an ongoing basis
 - Planning for heat emergencies and longer-term heat resilience

Source: *In the Hot Seat: State and Local Governments Must Protect Their People from Extreme Heat* report prepared by the Natural Resource Defense Council (NRDC) (2025)

greenhouse gas emissions at the local, regional, state, national, and international levels.

- **Improve Ecosystem Resilience to Climate Change:** Metro supports actions and funding for communities and ecosystems to become more resilient and reduce vulnerability to natural hazards, especially floods, earthquakes, and catastrophic wildfire.

In November 2025, Metro Council adopted Resolution No. 25-5532, which endorsed the findings and recommendations in the Comprehensive Climate Action Plan for the Portland-Vancouver Metropolitan Statistical Area. As part of the resolution, Metro Council directed Metro’s chief operating officer to work with Metro Council to identify priority climate actions for Metro to implement in the next five years.

In December 2025, Metro completed the Cooling Corridors Study, which identified actions to support building regional heat resilience. The project team presented the study to Metro Council in October 2025 and highlighted five near-term priority actions, which included the recommendation for Metro Council to formally declare extreme heat and climate change as issues of metropolitan concern and designate May 1 through September 30 as the greater Portland region’s official heat season.

Local agencies

In 2020, the City of Portland declared an immediate mobilization effort initiating greater action, resources, collaboration, and new approaches to restore a safe climate. This declaration acknowledged that the Portland metro area faces a human-made climate emergency and that frontline communities are the most impacted by climate change, and it committed the City to using a new

Heat seasons

Metro has not yet formally adopted a heat season for the agency or the region.

Metro currently starts communication about heat safety and training in May, but may adjust to earlier dates if high temperatures start to occur earlier, flexing needs with Metro operations to best care for on-site employees. Regardless of timing, Metro’s heat illness prevention policy is triggered by certain heat index thresholds, starting at 80 degrees Fahrenheit.

At the local level, there is no known legislation designating an official heat season.

However, city and county agencies observe May 1 to September 30 for monitoring and reporting practices and standard operating procedures related to heat. This time period is consistent with guidance from the Council of State and Territorial Epidemiologists. The Oregon Health Authority typically observes this period in reporting but extends beyond September to November in some cases, highlighting the importance of flexibility in the designation of a heat season as the climate continues to change over time.

Like Metro and local agencies, the State has not formally established a heat season, but similar to Metro’s heat illness prevention policy, the State adopted an administrative rule in 2022 that outlines required heat illness prevention practices for workplaces when the heat index equals or exceeds 80 degrees Fahrenheit.

climate justice and equity-focused approach that centers Black, Indigenous, other communities of color and youth from those communities in the next chapter of climate action planning and implementation.

Several agencies in the region are already working to respond to the worsening heat crisis. In 2023, Multnomah County, Washington County, and Clackamas County partnered with 125 volunteers to map differences in temperature throughout the region at the neighborhood level and to engage local communities to better understand and address inequitable risks posed by extreme heat. This heat mapping project produced several maps and a report that can be used to inform actions the three counties and partners take to build regional resilience to hotter summers. Each year, Multnomah County and Washington County track annual heat-related deaths, illnesses, and hospitalizations and publish seasonal hazard and health impact reports. Additionally, the three counties host websites dedicated to sharing information related to heat, such as the locations of cooling centers and other cool spaces, tips on how to keep cool at home during hot weather, and resources on transit and bill payment assistance.

State of Oregon

In 2007, the Oregon Legislature first established greenhouse gas emission reduction goals for the state through House Bill 3543, which called for reducing emissions to at least 10 percent below 1990 levels by 2020, and reducing emissions by at least 75 percent below 1990 levels by 2050. In 2020, Governor Kate Brown issued Executive Order 20-04 to further advance the State of Oregon's greenhouse gas emission reduction goals by setting targets of at least 45 percent below 1990 levels by 2035, and at least 80 percent by 2050.

In 2025, Governor Tina Kotek issued three executive orders to address climate change:

1. **Accelerating Wind and Solar Energy Development in Advance of Elimination of Federal Clean Energy Tax Credits (No. 25-25):** Issued to direct relevant state agencies, boards, and commissions to take steps to accelerate the development of solar and wind projects in Oregon.
2. **Directing State Agencies to Take Urgent Action to Promote the Resilience of our Communities and Natural and Working Lands and Waters (No. 25-26):** Issued to prioritize and increase the pace of the adoption of climate resilient strategies in existing state programs.
3. **Reducing Greenhouse Gas Emissions and Advancing Oregon's Clean Energy Future (No. 25-29):** Issued to increase the pace and scale of Oregon's response to reducing carbon pollution while strengthening grid reliability and energy affordability.

Federal government

In 2025, Congresswoman Marilyn Strickland (WA) and Congressman Mike Lawler (NY) introduced the **Cool Corridors Act of 2025**, which proposes to reauthorize the Healthy Streets program to enhance the resilience, accessibility, and safety of transportation corridors across the nation by supporting strategic investments in tree canopy, shade infrastructure, and other nature-based cooling strategies along pedestrian, bicycle, and transit routes. Additionally, Senator Ruben Gallego (AZ) introduced three bills that underscore the critical need to respond to extreme heat across the country. These bills have not yet been passed and approved by the President, underscoring the need for local, regional, and state governments to determine ways to take action without federal support.

- **Extreme Heat Emergency Act:** This bill proposes adding extreme heat to the Federal Emergency Management Agency’s (FEMA) list of major disasters, which would qualify extreme heat disasters for major disaster assistance from the federal government.
- **Excess Urban Heat Mitigation Act:** With support from U.S. Senators Ron Wyden and Jeff Merkley of Oregon, this bill was proposed to create a competitive grant program to provide funding to combat the causes and consequences of urban heat islands.
- **Extreme Heat Economic Study Act of 2025:** This bill was proposed to direct a federal study to determine the growing financial impacts of extreme heat.

Extreme heat is a growing and critical threat to public health in the nation and greater Portland region.

Extreme heat is the leading weather-related cause of death in the United States.^{1,2} A 2024 study found that the total number of heat-related deaths recorded in the U.S. had more than doubled between 1999 and 2023.²

Nearly 7 in 10 U.S. residents reported that someone in their household had experienced heat-related health problems and yet most were not aware of life-saving resources in their area.²

The year 2023 was the second warmest year on record in the greater Portland region, second only to the year of the historic 2021 heat dome. In Multnomah County, there were 141 visits for heat-related illness (HRI) in emergency rooms and urgent care centers and three lives lost due to heat.³ Those numbers increased in 2024 with 170 emergency and urgent care HRI visits and four deaths associated with heat, marking the fourth year in a row the county lost residents due to extreme heat. **Notably, there were no fatalities related to heat in the five years prior to the 2021 heat dome.**⁴

¹ United State, National Weather Service. *Weather Related Fatality and Injury Statistics*. National Oceanic and Atmospheric Administration, www.weather.gov/hazstat. Accessed 2 Feb. 2026.

² United States, Government Accountability Office. *Extreme Heat: Limited FEMA Assistance Highlights Need for Reevaluation of Agency's Role*. GAO-25-107474, 30 Sept. 2025, www.gao.gov/products/gao-25-107474.

³ Multnomah County Health Department (2024). *Summer 2023 Health Impact Report*. Multnomah County, OR. Environmental Health Services.

⁴ Multnomah County Health Department (2025). *Summer 2024 Seasonal Heat Hazard Brief*. Multnomah County, OR. Environmental Health Services.

Metro Council and Technical and Advisory Committee Meeting Schedule

Group	Purpose	Date
Metro Council	Introduce draft resolution	March 3
Metro Technical Advisory Committee (MTAC)	Introduce draft resolution	March 18
Metro Policy Advisory Committee (MPAC)	Introduce draft resolution	March 25
Metro Technical Advisory Committee (MTAC)	Ask for recommendation to MPAC	April 15
Metro Policy Advisory Committee (MPAC)	Ask for recommendation to Metro Council	April 22
Metro Council	Ask for adoption	April 30



Metro

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Agenda #: 2.2

File #: 26-6420

Agenda Date: 1/13/2026

Supportive Housing Services Performance Metrics Update

Liam Frost (he/him), Interim Housing Director
Yesenia Delgado (she/hers), SHS Division Director

STAFF REPORT 26-6420

SUPPORTIVE HOUSING SERVICES PERFORMANCE METRICS UPDATES

Date: Feb. 24, 2026

Department: Housing

Meeting Date: March 3, 2026

Presenters: Liam Frost (he/him), *Interim Housing Director*; Yesenia Delgado (she/hers), *SHS Division Director*

Prepared by: Alice Hodge,

alice.hodge@oregonmetro.gov;

Yesenia Delgado,

Yesenia.delgado@oregonmetro.gov

Length: 45 minutes

ISSUE STATEMENT

Metro's Housing Department staff will provide an overview of performance metrics Metro Council endorsed through the Supportive Housing Services (SHS) Reforms Work Plan in December 2025. The Work Plan identified draft key performance indicators (KPIs), key environmental indicators (KEIs) and goals for consideration by the new SHS Regional Policy and Oversight Committee (SHS RPOC.)

This presentation will also include an engagement timeline for future SHS RPOC and Metro Council approval of KPIs, KEIs and goals, and updates on data and other contextual information.

ACTION REQUESTED

No Council action is requested at this time.

IDENTIFIED POLICY OUTCOMES

Feedback provided by Metro Council during this presentation and other engagement opportunities will inform SHS RPOC's considerations and recommendations.

SHS RPOC will consider Metro Council's endorsed draft KPIs, KEIs and goals, then vote to recommend final KPIs, KPIs and goals for Metro Council's approval.

POLICY QUESTION

What would Council like staff to consider as the new SHS RPOC considers the draft KPIs, KEIs and goals?

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

In December 2025, Metro Council approved the SHS Work Plan (Resolution 25-5534) which outlined five reform actions. Reform action #3 outlines adding new Key Performance Indicators, establishing Key Environmental Indicators, developing new five-year regional goals and an interim 18-month goal.

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.

Since Metro Council adopted the SHS Reforms Work Plan and endorsed the draft KPIs, KEIs and goals included, Metro Housing Department staff completed an initial analysis of all draft KPIs, KEIs and goals. Data collection for all draft KPIs is feasible and available under the current HMIS system; quarterly and annual reporting is expected. Data for KEIs will be collected from a variety of local, state and federal sources and annual reporting is expected for most environmental indicators.

The proposed five-year goals include numerical or percentage placeholders depending on what is being measured. Metro and County are working together to propose goal options for RPOC and Metro Council consideration, and a joint data work group formed to work through implementation and updating reporting templates.

The Metro Housing Department has recently strengthened its data-sharing agreements and expanded its data tools and staffing capacity. This foundation will support the development and maintenance of a regional dashboard that clearly communicates progress in more transparent and interactive ways.

Metro staff are building a new regional data dashboard to make regional data, KPIs, and progress more accessible to regional leaders and the public. The new dashboard will serve as a transformative data visualization tool, offering a significantly improved understanding of how SHS is affecting the community. With more robust and integrated data, the dashboard will allow users to explore SHS key performance indicators and track progress toward regional goals in greater depth. For example, it will make it possible to see how long households are spending in SHS-supported programs and what proportion of households entering the shelter system ultimately receive SHS-funded housing placements—insights that were previously difficult to measure and share.

BACKGROUND

In May 2020, voters across the greater Portland region took a historic step to address homelessness by approving a significant new funding source dedicated to housing access and stability. Through Metro, the Supportive Housing Services (SHS) fund was created to

provide long-term, stable investments in services and housing solutions for people experiencing or at risk of homelessness.

Halway through SHS's 10-year timeline, the region has largely met—and in several areas exceeded—the goals originally outlined in the 2020 Work Plan. This progress reflects both the scale of the investment and the coordinated efforts of regional partners working to expand permanent supportive housing, prevent homelessness, and stabilize households in housing.

From the outset, the SHS fund has been grounded in Metro's commitment to racial equity. In alignment with these goals, the program is guided by a commitment to lead with equity—expanding the availability of culturally specific services, improving outreach and access for historically underserved communities, and ensuring that all services are delivered in culturally responsive ways.

The SHS Work Plan, adopted by Metro Council in 2020, lays out a comprehensive roadmap for implementing the Supportive Housing Services (SHS) fund, including long-term regional goals and outcome metrics to measure progress. When the plan was adopted, Metro set ambitious 10-year goals: to connect at least 5,000 households experiencing prolonged homelessness to permanent supportive housing and to stabilize at least 10,000 households who were either at risk of homelessness or already experiencing it. By the end of the fourth year, county annual reports showed strong progress. The region was on track to meet its first goal, with 4,887 households placed in permanent supportive housing. It had already surpassed the second goal, placing 4,135 households into permanent housing and serving an additional 19,134 households with homelessness prevention services.

The 2020 Work Plan also established performance metrics focused on housing stability, equitable service delivery, and inclusive engagement and decision-making. These measures align with the key performance indicators outlined in the SHS reform work plan and include metrics such as housing retention rates, returns to homelessness, and length of time spent experiencing homelessness.

Building on this progress—and informed by feedback from invested partners—Metro Council has embarked on a reform effort and adopted a series of changes to strengthen SHS in December 2025. These reforms are designed to streamline oversight, improve regional coordination, and ultimately ensure that the homeless services system delivers better outcomes for people experiencing homelessness.

ATTACHMENTS

- SHS Reforms Work Plan: Section 3 KPIs and Goals

[For work session:]

- Is legislation required for Council action? No
- If yes, is draft legislation attached? No
- What other materials are you presenting today? None

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



Metro

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Agenda #: 2.3

File #: 26-6468

Agenda Date: 3/3/2026

Discussion on Draft Resolution no. 26-5567 For the Purpose of Adopting Oversight and Accountability Measures and Agenda Priorities for the Supportive Housing Services Regional Policy and Oversight Committee

Councilor Duncan Hwang

STAFF REPORT

IN CONSIDERATION OF RESOLUTION NO. 26-5567, FOR THE PURPOSE OF ADOPTING OVERSIGHT AND ACCOUNTABILITY MEASURES AND AGENDA PRIORITIES FOR THE SUPPORTIVE HOUSING SERVICES REGIONAL POLICY AND OVERSIGHT COMMITTEE

Date: 3/2/26

Department: Council Office, Housing

Meeting Date: 3/3/26

Presenter(s): Liam Frost, Metro Interim Housing Director; Yesenia Delgado, SHS Division Director

Length: 60 minutes

Prepared by: Robin Ye,
robin.ye@oregonmetro.gov

ISSUE STATEMENT

Councilors Duncan Hwang and Juan Carlos Gonzalez brought forth an addendum resolution to the newly created SHS Regional Policy Oversight Committee workplan on February 24, 2026 for discussion. This was a companion resolution to follow Metro Council's December 2025 adoption of Resolution No. 25-5534 [Supportive Housing Services (SHS) Reform Work Plan].

ACTION REQUESTED

Continued work session discussion to provide feedback on Resolution No. 26-5567 to prepare for adoption in March 2026.

IDENTIFIED POLICY OUTCOMES

The proposed reform actions outlined in this addendum Work Plan are expected to focus on the following policy outcomes:

- Regional Performance Metrics and Dashboard
- Regional Investment Fund (RIF) Governance and Alignment
- Regional Continuous Improvement Framework and System Capacity
- Regional Funding Framework for Performance and Accountability (by May 2028)
- Regional Accountability and Corrective Action Plan Framework (by December 2026)

Many of these items are requested for staff to report back to Metro Council over the next two years after adoption of this resolution.

POLICY QUESTION(S)

- Does Metro Council support adopting and directing staff to implement the addendum to the SHS RPOC Work Plan?

- Should Council direct Metro Housing Department to work with RPOC to address topics such as continuous improvement methodology, minimum performance-based contracting standards and oversight practices, compliance, outcomes-based funding framework, escalating corrective action, revenue allocation and allocation formula?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Council could adopt this resolution, informed by SHS coalition partners, to emphasize certain accountability and oversight components to the RPOC workplan.

Council could continue to modify and add other directives to staff around the topics of oversight and accountability, and preparation for a new model of SHS.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

This presentation follows the December 16, 2025 adoption vote and the Nov 6, 2025 presentation that outlined proposed reform action areas. Prior to that, Metro staff presented to Council on October 14, 2025 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. Council first took on this resolution at a February 24, 2026 work session.

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, Councilor Hwang and Metro staff have brought forward this reform package a outlining proposed work plan areas. 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. On December 16, 2025 Metro Council voted to adopt Resolution No. 25-5534 which created the new SHS Regional Policy Oversight Committee (RPOC), consolidating the previously existing committee structures. The RPOC formally becomes a legal entity and is set to convene in April 2026.

Resolution No. 25-5534 also adopted 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 rule

ATTACHMENTS

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
SERVICES REGIONAL POLICY AND)	
OVERSIGHT COMMITTEE)	

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 the 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; 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 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 to share 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
- Spending 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)
- Spending 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 recommend for Council consideration; two governance models of the Regional Investment Fund (RIF) with a goal of transitioning funding decisions and disbursement responsibilities to Metro. Staff must present the recommendations on governance model frameworks to Metro Council by September 30, 2026.

Additionally, SHS RPOC will reaffirm the prioritization of investments of the RIF be centered on the six existing goal areas as identified by the Tri-County Planning Body. 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, 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. 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 the 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 XXth day of March 2026.

Lynn Peterson, Council President

Approved as to Form:

Carrie MacLaren, Metro Attorney

Materials following this page were distributed at the meeting.



March 3, 2026

Cooling Corridors Implementation

Proposed Extreme Heat and Climate Resolution

HISTORIC HEAT WAVE

PORTLAND

SATURDAY

108°

JUNE 26, 2021

SUNDAY

112°

JUNE 27, 2021

MONDAY

116°

JUNE 28, 2021



Today's Discussion

- 1. Background**
- 2. Strategic Context**
- 3. Proposed Resolution**
- 4. Next Steps**
- 5. Council Discussion – 20 minutes**

Background

Building on *Existing* Climate Work

Several agencies and community organizations are working to prepare for and respond to the worsening climate crisis, but **limited funding and capacity are putting that work at risk.**

There is a clear need for coordinated regional action to strengthen these efforts and build regionwide resilience.

Examples pictured here (clockwise): A report on Multnomah County Health Department actions to address extreme heat (Oregon Health Authority), a depaving project (Depave), *Cooling Portland* cooling unit installation (City of Portland), tree planting on Sunrise Corridor (Clackamas County, Sunrise Community Coalition, and Friends of Trees), *Your Hometown Tap* drinking water fountain (City of Hillsboro)



Moving from Research to *Action*

Cooling Corridors Study

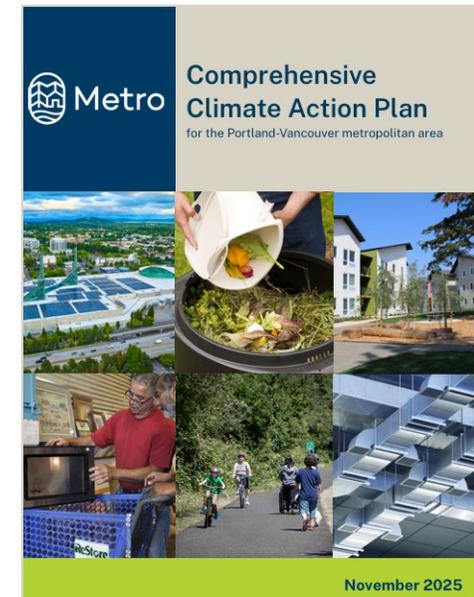
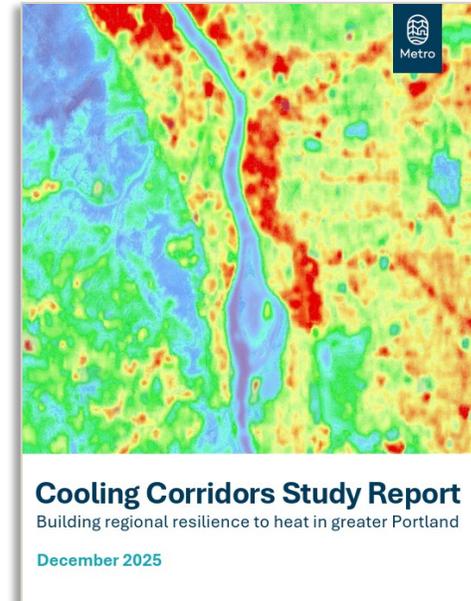
Identified 47 potential supporting actions to build regional resilience to extreme heat including:

Action 1.A. *Declare extreme heat as an issue of regional concern and designate a regionwide heat season.*

Comprehensive Climate Action Plan

Metro Council endorsed the plan in Nov. 2025, directing Metro's COO to identify priority climate actions for Metro in the next five years.

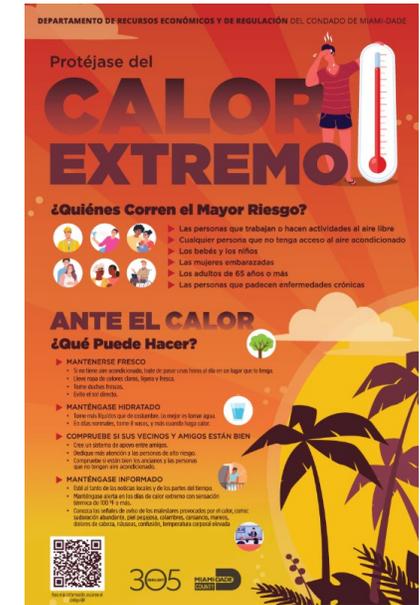
The proposed extreme heat and climate resolution stems from the Cooling Corridors Study and responds directly to Council's direction.



Using A Proven Model

Miami-Dade County, Florida

- Recognized the need to *raise awareness of extreme heat* to the same level as hurricanes and sea-level rise
- Activates a heat season protocol from May 1 through October 31
- Each year, the County conducts a *heat season campaign* reaching 3 million people and a *mini-grant program for local businesses*



2025 HEAT SEASON
Miami-Dade County is Ready

To protect the health and lives of our residents, Miami-Dade County activates a Heat Season protocol during the period of chronic high heat and humidity from May 1 - October 31. The benefits to public health and our economy have been tangible: in recent years, Miami-Dade had the lowest rates of heat-related ER visits of any county in FL.

INFORM	PREPARE	ACTIVATE
Heat Season Campaign The County reaches about 3 million people each year through multiple channels, targeting heat safety messaging for the most vulnerable people, and connecting residents with low and no cost ways to make cooling their homes more affordable. Multilingual brochures and posters are also available for download.	Heat Safety and Extreme Weather Preparation The County equipped more than 450 providers of healthcare, summer camps, homeless outreach and community leadership with knowledge and supplies to identify and address heat-related illnesses.	National Weather Service Collaboration The County's partnership with the National Weather Service (NWS), resulted in piloting a lowered heat advisory and warning threshold in Miami-Dade County, to more effectively warn residents of heat risks.
Employer/Employee Resources and Trainings The County provides annual free webinars and online resources for employers on best practices for heat safety at work.	Heat and Hydration Grant for Small Businesses In partnership with The Miami Foundation, the County offered a mini-grant program for businesses to purchase hydration, shade and other cooling equipment and supplies.	Cooling Site Network The County now has 64 designated cooling sites at libraries, county and city parks and Government Center, which are open to the public. See list and map at miamidade.gov/heat .

Learn more and download resources at miamidade.gov/heat

In recent years, Miami-Dade County has had the lowest rates of heat-related ER visits of any county in Florida!

Strategic Context



The time to act is *now*... and *climate adaptation* is a key part of the work.

The people in our region, especially our *most vulnerable* neighbors, are *already* feeling the impacts of climate change.

Metro's partners recognize the need for urgent action:

- In 2020, the [City of Portland](#) declared a *climate emergency*.
- In 2020, [Clackamas County](#) declared a *state of emergency* in response to wildfires.
- In 2025, [Washington County](#) completed a *climate adaptation plan*.
- In 2025, [Multnomah County](#) released a draft *climate justice plan*.

Metro's Key Climate *Plans and Commitments*

Continued mitigation work is important, but **greater support for *adaptation* is imperative**.

Regional Framework Plan (2008)

Defines six outcomes of a successful region including:

The region is a leader in minimizing contributions to global warming.

Metro Sustainability Plan (2010)

States five goals including:

Reduce direct and indirect greenhouse gas emissions 80 percent below 2008 levels by 2050.

Climate Smart Strategy (2014)

Guides Metro's efforts to reduce climate pollution through land use and transportation planning.

Metro Parks & Nature System Plan (2016)

Identifies strategies to protect and conserve nature including:

Incorporate climate resilience and adaptation into Metro's work.

2030 Regional Waste Plan (2019)

Defines six values including:

Protect and restore the environment and promote health for all.

Ensure operational resilience, adaptability, and sustainability.

Regional Transportation Plan (2023)

Goal 5: Climate action and resilience

"People, communities and ecosystems are protected, healthier and more resilient..."

Comprehensive Climate Action Plan (2025)

Identifies key actions to reduce greenhouse gas emissions across the Portland-Vancouver metropolitan area.

Metro Council's Five-Year Strategic Targets (2023)

Sets five targets including:

Meeting our Climate and Resilience Goals stating, "We must reduce greenhouse gas emissions."

Precedence and Support to Designate a *Regionwide Heat Season*



Centers for Disease Control and Prevention (CDC) designates *May through September* as the primary warm-season months in the U.S.



Clackamas, Multnomah, and Washington Counties observe the period of *May 1 through September 30* for heat monitoring, reporting, and standard operating procedures*



The **State of Oregon's Resilience Officer** and **Oregon Health Authority** are supportive of Metro designating a regionwide heat season, *giving local and regional agencies the opportunity to lead the rest of the state*

*This is consistent with the CDC and guidance from the Council of State and Territorial Epidemiologists.

Proposed Resolution

Why this resolution?

1. **Raise awareness of extreme heat** as a critical and growing threat in greater Portland.
2. **Emphasize the urgent need for more climate adaptation efforts** and highlight and build on existing work to strengthen community resilience.
3. **Strengthen coordination within Metro's internal operations** and treat climate change as a cross-jurisdictional and regionwide issue.
4. **Build regionwide resilience** to extreme heat and climate change.
5. **Set the stage for future collaboration and partnerships** among Metro and local, regional, and state partners.

The proposed resolution would:

Note: This action would not replace or interfere with existing heat notifications or protocols.

- 1. Declare extreme heat and climate change as critical and growing threats to the greater Portland region**, recognizing that the region is already experiencing the consequences of climate change and that those impacts are expected to intensify.
- 2. Designate May 1 to September 30 as the official heat season for the greater Portland region** to raise public awareness of extreme heat as a critical and recurring threat, with the understanding that this period may be amended in the future as climate conditions change.
- 3. Support coordinated efforts to address extreme heat and other climate hazards** within Metro's internal functions and among local, regional, and state partners.

Next Steps



Proposed discussions and actions:

MTAC (March 18 and April 15), MPAC (April 22 — *action*), Council (April 30 — *action*)

Discussion

- 1. Does Council support declaring extreme heat and climate change as critical and growing threats to the greater Portland region and designating a regionwide heat season?**
- 2. Is there anything missing from the resolution that would better convey urgency, define the challenge, or describe actions?**
- 3. Is there specific advice Council would like from the Metro Policy Advisory Committee (MPAC) and the Metro Committee on Racial Equity (CORE) regarding this resolution?**



Thank you

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Revisions to Draft Resolution

Per Council President Peterson's request to emphasize the regional nature of this resolution, we added the following whereas statements to highlight existing declarations and related work across the region:

- WHEREAS, in 2020, Clackamas County declared a local state of emergency in response to wildfires threatening the lives and safety of county residents and causing extensive damage to homes and property across the county; and
- WHEREAS, public agencies, including the City of Portland and Multnomah County, have declared a state of emergency for prolonged periods of extreme heat affecting the greater Portland region multiple times over the years since 2021; and
- WHEREAS, in 2022, Washington County Board of Commissioners directed staff from the Office of Sustainability and Public Health Division to collaborate on work addressing climate change in the community and, in 2025, completed a climate action plan that identifies goals and strategic actions to address both climate mitigation and adaptation; and
- WHEREAS, in 2025, Multnomah County released a draft climate justice plan, developed in collaboration with frontline community members and organizations and the City of Portland, that guides the county on strategies to address the growing impacts of climate change on communities through both mitigation and adaptation; and
- WHEREAS, in 2023, Clackamas, Multnomah, and Washington counties partnered to complete a heat mapping project that confirmed that heat is not experienced equally across the region due to differences in tree canopy coverage and development patterns; and

March 3, 2026 | Housing Department

Supportive Housing Services Reforms Work Plan Performance Tracking Update



Overview

- **How we got here**
- **KPIs, KEIs, goals**
- **Next steps**

How we got here

- **2020 SHS Work Plan: Regional metrics and goals**
- **Data sharing agreement**
- **Metro Council President's Work Group**
- **SHS Reform Work Plan**
 - Council *endorsed* draft KPIs, KEIs, Goals in Dec 2025

SHS Reform Work Plan

1. Governance

2. Regional
Investments

3. KPIs and
Goals

4. Data
Dashboard

5. Admin
Rules

Definitions

Goals The change we're hoping to see; broad desired results

Indicators High-level, quantifiable measures to track progress

Outcomes Specific, measurable benefits from activities and outputs

Measuring our impact

- **KPIs: Key Performance Indicator**
 - *Tracking the performance of the regional homeless services system*
- **KEIs: Key Environmental Indicator**
 - *Monitored; contextual factors the homeless services system does not control*
- **Goals**
 - Five-year
 - Interim (18 months)

Draft endorsed KPIs

KPIs	What is measured
Eviction preventions	Interventions specific to a subset of Population B
Shelter	<ul style="list-style-type: none">• Emergency Shelter utilization rates• Individuals served, total number of shelter units• 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	Permanent supportive housing at six, 12-, and 24-months post-placement
Regional Coordination and Alignment	<i>To be developed</i>

Draft endorsed KEIs

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)• Regulated affordable (different MFI levels)	<ul style="list-style-type: none">• Housing supply / need• System inflow / outflow
Median rents <ul style="list-style-type: none">• Studio, 1-bedroom, 2-bedroom, 3-bedroom units	<i>To be developed</i>

Draft endorsed KEIs (cont.)

Environmental indicator	Provides context for
Construction rates <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
Median Income	<ul style="list-style-type: none">• Housing supply / need• Overall need
Number of people and/or households experiencing homelessness with specialized needs <i>(e.g. older adults (65+), people with disabilities, people with substance use disorders, people with severe mental health concerns, etc.)</i>	<ul style="list-style-type: none">• System inflow / outflow• Overall need• Housing supply / need• System alignment need
Housing Burden	<ul style="list-style-type: none">• Median income as it relates to median rents• Housing supply / need

Draft endorsed goals (Five year & Interim)

Five-year (2026-2030)

1. Reduce the length of time people experience homelessness
2. Increase efficiency and effectiveness in housing placements and service connections
3. Ensure housing stability and retention for people placed in housing

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

Draft outcome examples

- **Goal 2:** X% of people and/or households seeking services are connected to appropriate services within **X months**.
- **Goal 2:** The length of time to housing placement will reduce by **X%** annually.
- **Goal 3:** 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.

Current status

Draft KPIs

- All feasible, currently available under data sharing agreement
- Quarterly and annual reporting

Draft KEIs

- All feasible, from variety of state and federal sources
- Most reported annually

Draft goals

- Starting a regional data work group to finalize goals recommendations

Timeline

- **Dec 16, 2025:** Metro Council *endorsed* draft KPIs and goals through Work Plan resolution adoption
- **Jan-March:** Metro analysis
 - Data Work Group: County and Metro staff
- **April-June:** RPOC consideration and recommendation for Council approval of KPIs
- **July-Aug:** RPOC consideration and recommendation for Council approval of goals
 - Start data collection and reporting
- **Dec:** Data dashboard launches

Questions?

Draft endorsed five-year goals (2026-2030)

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.

Draft endorsed five-year goals (2026-2030)

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

- **X%** of people and/or households entering SHS shelter will be connected to housing placement or other positive outcomes
- **X%** of people and/or households seeking SHS services are connected to appropriate SHS services within **X months**.
- The length of time to SHS housing placement will reduce by **X%** annually.
- The rate of SHS housing placement from streets or shelters will increase by **X%** annually.

Draft endorsed five-year goals (2026-2030)

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 SHS permanent housing will return to homelessness.

Draft endorsed five-year goals (2026-2030)

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).

Draft endorsed interim goal

(18 months)

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

- 90% housing retention in SHS-funded housing.