

Meeting Minutes

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

Members Present

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

Members Excused

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

Metro Staff

Liam Frost (he/him), Housing Director

Yesenia Delgado (she/her), SHS Division Director

Punneh Abdolhosseini (she/her), SHS Policy Manager

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

Facilitation Team

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

Ellen Bini (she/her), Estolano Advisors

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

Summary of Recommendations for Metro Council Consideration

None at this time.

Summary of Meeting Decisions

None at this time.

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

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

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

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

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

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

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

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

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

2. Information/Discussion Items

2.1 Overview of Committee Role and By-Laws

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

The three questions presented were the following:

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

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

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

Discussion and Q&A

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

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

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

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

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

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

Q&A and Discussion

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

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

Committee members can propose an amendment two ways:

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

Q&A and Discussion

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

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

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

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

2.2 SHS Reforms Overview

Raahi transitioned the committee to discuss the SHS reforms.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Q&A and Discussion

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

Raahi called break at 4:41pm.

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

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

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

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

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

Q&A and Discussion

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

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

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

The following are the draft endorsed KPIs:

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

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

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

The following are the draft endorsed KEIs:

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

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

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

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

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

Discussion questions

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

Q&A and Discussion

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

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

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

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

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

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

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

3. Committee Member Communication & Next Steps

Next steps include:

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

4. Public Communication on Agenda Items

No public comment was received.

5. Adjourn

The meeting adjourned at 5:56 p.m.

Respectfully Submitted,

Finnegan Budd

Housing Department Program Assistant