# Council work session agenda

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**Thursday, May 1, 2025**      **10:30 AM**      **Metro Regional Center, Council chamber, https://zoom.us/j/615079992 (Webinar ID: 615-079992) or 253-205-0468 (toll free), www.youtube.com/live/FjlMWubdONo**

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**This work session will immediately follow the Council meeting.**

**Start times for agenda items are estimates.**

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). Stream on YouTube: www.youtube.com/live/FjlMWubdONo

**10:30    Call to Order and Roll Call**

**10:30    Work Session Topics:**

     10:30    President's Work Group on the Future of Supportive           25-6267
                 Housing Services: Discussion

                 Attachments:    Staff Report
                                  April 21 Work Group Meeting Summary
                                  April 21 Work Group Meeting Minutes

**11:30    Chief Operating Officer Communication**

**11:35    Councilor Communication**

**11:45    Adjourn**

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលពាក្យបណ្តឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គ ប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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January 2021

**File #:** 25-6267                    **Agenda Date:** 5/1/2025

**President's Work Group on the Future of Supportive Housing Services: Discussion**

PRESIDENT'S WORK GROUP ON THE FUTURE OF SUPPORTIVE HOUSING SERVICES: DISCUSSION

| | |
|---|---|
| Date:   April 25, 2025 | Prepared by: Craig Beebe, craig.beebe@oregonmetro.gov |
| Departments: Housing, Council Office | |
| | Presenter: Liam Frost, Deputy Director of Housing |
| Work Session Date: May 1, 2025 | |
| | Length: 60 minutes |

**ISSUE STATEMENT**
The Metro Council is considering reforms to improve the impact, accountability and stability of regional programs to address homelessness and housing instability. The Council President's Work Group has met four times to consider and discuss potential recommendations to the Metro Council. This work session is an update on those meetings, with a focus on two items that have arisen: a potential overall regional systems analysis, and discussions of potential program vision, goals and key performance indicators.

**ACTION REQUESTED**
This item is an update only. Councilors may request additional information or provide guidance to support refinement of legislative action and collaboration with partners.

**IDENTIFIED POLICY OUTCOMES**
In line with stakeholder/community input since January 2024, the Council has been considering reforms that address three primary facts:
- The region needs to continue funding in services and affordable housing to address homelessness for decades to come. However, regional funding for both will end within a few years, as the supportive housing services (SHS) taxes expire and Metro's affordable housing bond is fully spent out.
- There is no viable path to extending regional funding to address homelessness without reforming how SHS taxes are used and overseen, so that they can invest in a full range of solutions to homelessness and demonstrate greater accountability, efficiency and transparency.
- There is an extraordinary opportunity to bring together a wide coalition of providers, business leaders and community leaders to advocate for an extension and expansion of SHS, safeguarding the progress that has been made and ensuring that thousands more people can keep stable housing.

The Metro Council discussed a potential policy package in January that included a draft "Ballot Measure Ordinance" (No. 25-1525) that includes reforms that would be submitted to voters and a draft "Companion Ordinance" (No. 25-1526) that would advance a transition to a reformed SHS program upon passage of a measure.

On February 24, Council President Peterson convened a work group of elected and community leaders to discuss potential reforms identified in the above draft ordinances, including the identification of a regional vision/mission for addressing homelessness, as well as Key Performance Indicators and data needs that can help support analysis, communication and strategic decision-making. The work group, co-chaired by Council President Peterson and Clackamas County Commissioner Ben West, has met four times to date, with plans to continue meeting through mid-June. The work group's role is to make recommendations to inform the Metro Council's decision-making; as an advisory work group, it will not be voting or expected to reach consensus.

**POLICY QUESTIONS**
- Does Council have questions on the proposed systems analysis, discussion or vision/mission/KPIs, or other Work Group conversations?

**STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**
Through efforts with many jurisdictions, providers and community partners, the voter-approved 2018 Metro Affordable Housing Bond and 2020 Supportive Housing Services measure have helped thousands of families and individuals across the greater Portland region find stable, affordable housing and get the supports they need to avoid or escape homelessness.

Yet there is more to do. Housing costs continue to outpace what people earn and the impacts of homelessness are felt in every corner of greater Portland. These realities will continue beyond the current 2030 expiration of the SHS program and the successful completion of investments by the affordable housing bond.

Any extension of the SHS sunset or expansion of its uses must be approved by the region's voters. Other elements of proposed changes to governance, accountability and allocation may or may not be included in a ballot measure. However, public opinion research and stakeholder input demonstrates clearly that updates to oversight and accountability are likely necessary to build coalition and voter support for a potential measure.

Building on extensive input from partners, community and stakeholders, the Metro Council has been clear that its immediate focus remains on addressing homelessness – effectively, collaboratively and with clear benefits to all.

**POLICY OPTIONS TO CONSIDER**
Council should discuss how best to advance its desires through potential reform actions, and continued collaboration with jurisdictional partners, providers, community and business leaders, and other stakeholders.

**BACKGROUND**

On July 9, 2024, Metro COO Madrigal released recommendations ("COO Recommendation") to the Metro Council to address several significant challenges and needs in how the region addresses housing affordability and homelessness. The COO Recommendation followed six months of engagement with the stakeholder advisory table, jurisdictional partners, housing and service providers, and community members.

The Metro Council discussed the COO Recommendation, stakeholder engagement and Councilor priorities at six meetings and work sessions between July and October 2024. The Council unanimously adopted Resolution No. 24-5436 on October 17, providing direction on a reform package to secure impactful, stable regional supportive housing services and affordable housing funding into the future. Throughout the fall and winter, Councilors and Metro staff continued engagement with county, city and coalition leaders. Council further articulated goals for Supportive Housing Services reforms at work sessions on November 26 and December 5.

On January 16 and 23, 2025, the Metro Council reviewed and discussed draft language for two ordinances to advance its direction for SHS reforms – one for referral to voters, and the other contingent upon voter approval. The Council opted to postpone consideration of action on the proposed ordinances to allow for conversations to continue at the Council President's Work Group, as well as among coalitions whose support would be critical for a proposed ballot measure.

Public opinion research has gauged priorities for a potential measure, finding that a measure to extend and improve SHS could be viable, if paired with strengthened oversight and accountability, clear metrics to track and report progress and a strong coalition of support. The Metro Council has not yet determined whether to refer a measure to voters on the November 2025 ballot. The Metro Council is expected to discuss revised ordinances again in June, with potential action tentatively scheduled for late June.

Metro Council President Peterson appointed the Work Group to continue discussions of potential reforms with county, city and community/business partners and stakeholders, prior to a decision on referring a potential measure. The Work Group met on February 24, March 10, April 7 and April 21. Future meetings are planned on May 12, June 2 and June 16, with a webinar planned for May 19. In addition to Council President Peterson, the Metro Council is represented at the Work Group by Deputy Council President Simpson and Councilor Lewis.

Metro Council last had an update on the Work Group's progress on April 17. Council is scheduled to continue updates and conversations at work sessions through June.

**ATTACHMENTS:**
1. April 21 Work Group Meeting Summary
2. April 21 Work Group Meeting Minutes

# Metro President's Work Group
## April 21st Discussion Recap

**Date:** April 21, 4 pm to 6 pm
**Location:** Metro Regional Center
*Summary prepared by Drawbridge Innovations*

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# APRIL 21 ATTENDEES

- Alex Phan – Principal Broker, Portland Metropolitan Association of Realtors®
- Andrew Rowe – Portland Metro Chamber
- Andy Mendenhall – President, Central City Concern
- Ben West – Commissioner, Clackamas County
- Christine Lewis – Councilor, Metro (joined virtually)
- Craig Roberts – Chair, Clackamas County
- Jerry Willey – Commissioner, Washington County
- Joe Buck – Mayor, City of Lake Oswego
- Julia Brim-Edwards – Commissioner, Multnomah County
- Kathryn Harrington – Chair, Washington County
- Keith Wilson – Mayor, City of Portland
- Lacey Beaty – Mayor, City of Beaverton (joined virtually)
- Melissa Erlbaum – Member, Here Together
- Mercedes Elizalde – Member, Welcome Home Coalition
- Rachael Duke – Board Chair, Housing Oregon
- Sahaan McKelvey – Member, Communities of Color
- Shannon Singleton – Commissioner, Multnomah County
- Tim Rosener – Mayor, City of Sherwood (joined virtually)

# REGIONAL SYSTEMS REVIEW: AUDIT DISCUSSION

*The summary below surfaces key conversation themes identified by the consultants at Drawbridge.*

## Key Themes: What focus areas would you like this effort to explore?

### Dig into existing inventory of audits before launching into next one
- Look at what's already been done and start there. How are we using that info to inform questions about gaps?
- If we commission an audit, we may find out stuff we already know, vs. what we need to know.
- An audit may create an excuse to delay moving.
- Understand where we are with existing knowledge. Don't do something duplicative.
- Providers are an important resource: "I could have told them that without paying for an audit."

### Focus future systems review on what systems aren't working, gaps and process improvements
- What systems aren't working that result in homelessness?
- Start with providers on where the gaps are, and where the system breaks down.
- What interventions might prevent people from flowing into homes?

### Systems reviews/audits provide snapshot of one moment in time
- If what we want is process improvement, we should consider real time information.

### Audit/systems review could encourage public trust
- An audit may build back trust.
- The governance piece of an audit is important. It gives public confidence.

### Future assessment topics could include:
- A comparison of our region to other regions around the country and the related metrics. Cost per service, etc.
- Explore alignment around contract and procurement standards. Do contracts and work being done reflect the gaps that we know the system needs?
- How to reduce wait time for housing, how better data quality from providers would be more helpful.
- Focus on improvements that will help us learn how we have sheltered long stayers, how people are graduating from services.

### Need for a system-wide look at the region
- None of us can see the whole system. Coordinate to make most efficient use of the resources.
- Ours is a patchwork of programs based on funding source, not a system. A system will require dollars beyond SHS.
- Look at regional Coordinated Care Organizations (CCOs) (including hospital systems), which play a big role in regional homelessness. Where do they show up, can we help them show up in new and different ways?

### Change in nomenclature, from audit to systems review
- Stop calling it an audit.
- All for system review, that would serve us well.

**Parking lot sticky-note transcription:**
- Focus on assessing the existence and use of lean management and continuous improvement tools to map and improve processes across the system. I.e., value stream mapping, Kaizen events, visual management systems, PDCA, etc.
- FYI: MultCo and COP (City of Portland) has/is already done/doing assessments of our shelters and outreach/navigation/inreach/etc.
- Start with recommendations from existing audits. Then vet with providers for gaps in the "system"
- As we discuss data we need to be mindful that not all contracts include adequate resources for providers to rigorously collect and analyze data.
- There was mention of the money counties and cities are investing in homelessness providers also contribute. Our agency brings significant state, federal and private funds to our homeless systems that do not come through counties.
- Shelter citing criteria
- Land use planning
- Series:
  - Step 1: Conversations with service providers as step 1
  - Step 2: Spending review (audit) for effectiveness
  - Step 3: Current state
  - Step 4: Future state
  - Step 5: Gap analysis

# HSI REPORT: DISCUSSION

*The summary below surfaces key conversation themes identified by the consultants at Drawbridge.*

## Key Themes: In what ways might these HSI research findings inform and shape our regional goals and priorities?

**Broaden view of KPIs to include/integrate with other housing-related measures**
- Co-enrollment: Think bigger than just one issue. Connect with other services outside housing.
- When you get people involved in their community, their mental and physical health improves.
- What are KPIs that multiple systems need/use? For example, the handoffs between Substance Use Disorder (SUD), Severe Mental Illness (SMI) and housing, what goal might we set:
  - X% leaving facilities and getting placement with vouchers or rent support.
  - For aging adults or medically complex situations, do they discharge to shelters?
  - Do we set a goal for discharging to a better location?
- We need to have a way for our KPIs to align to other system needs outside direct homeless services.

**Aim for a more coordinated system overall**
- A case management system for housing: To mitigate the disjointed nature of the healthcare system, it implemented case management, having hands-on coordination for multiple needs vs. having multiple siloes. Help manage folks through the care system.
- We are asking counties to be accountable for KPIs that they don't control.

# HEALTHY REGIONAL SYSTEM FRAMEWORK: GOALS AND KPIs TABLE DISCUSSIONS

*The text below summarizes the key conversation themes identified by the consultants at Drawbridge. Full transcriptions of the goals and KPI cards are included in the Appendix.*

## Key Themes: Goals and KPIs card exercise

### Theme 1: An aligned, integrated regional system
*Related goals identified by the tables include:*
- *Cross-county:* Enhancing system integration – HMIS (Homeless Management Information System) unified regional system
- *Cross-county:* Regional integrated system infrastructure to build (consistency b/w counties)
- *Cross-system and cross-program:* Co-enrollment
- *Cross-system and cross-program:* Programs – system integration

### Theme 2: A system that is people-centric
*Related goals identified by the tables include:*
- Center services and strategies around the lived experiences, needs and journey of people experiencing or at risk of homelessness
- People have agency and autonomy, financial means and/or support to maintain housing, quality of life and goals for their future

### Theme 3: A system that has robust infrastructure and programs
*Related goals identified by the tables include:*
- Housing build strategy is needed to meet need for physical space and service support strategies
- Amplify eviction prevention strategy/funding support for at-risk individuals in order to prevent homelessness/reduce inflow

### Theme 4: Improved outcomes across the homelessness response system
*Related goals identified by the tables include:*
- SHS interventions reduce the amount of time a client experiences homelessness
- System (shelter, streets, transitional recovery) has equal inflow and outflow
- Houselessness is non-recurring
- Rare, brief and non-recurring

### Additional goals
- Building public trust through transparency
- Phased approach to where each county is at
- Mapping the current state of systems in care continuum
- Community resource efficiency

# APPENDIX: REGIONAL GOALS AND KPI CARD TRANSCRIPTION

*The following is a literal transcription of the goals and KPIs created by each small group, unedited for grammar or spelling.*

## Table 1:
- Chair Harrington
- Commissioner West
- Mayor Buck
- Mercedes Elizalde

**Goal: Co-enrollment**
KPIs:
- What does a client ask for and how often connected to needed services – warm hand offs
- Track utilization and non-utilization of services

**Goal: SHS interventions reduce the amount of time a client experiences homelessness**
KPIs:
- Length of time between contract with coordinated access and housing assessment
- Length of time from shelter to housing
- Length of time homelessness to housing

## Table 2:
- Sahaan McKelvey
- Alex Phan
- Commissioner Singleton

**Goal: Building public trust through transparency**
KPIs:
- Frequency of publicly share KPI reports and dashboards
Additional notes:
- We need public support to continue this work

**Goal:**
- **System (shelter, streets, transitional recovery) has equal inflow and outflow**
- **Houselessness in non-recurring** (sic)

KPIs:
- 100% of participants are permanently housed (# households permanently housed); increased housing retention
- Coordination with other systems of care to lower the number of people who enter the homelessness system whether new or returning
- 100% of people exit homeless system to permanent housing

**Goal: People have agency and autonomy, financial means and/or support to maintain housing, quality of life and goals for their future**
KPIs:
- Economic sovereignty

- Increased community of support
- Decrease return to homelessness (from permanent housing, hospital, jail, tx (sic), foster care, or other institutional youth setting, etc.

**Goal: Shannon says see my reform proposal**

**Goal: Enhancing system integration – HMIS unified regional system**
KPIs:
- Regional system efficiency score from survey
- Quarterly inter-county meetings and ability to elevate impasses at staff level
  - How to incorporate people with expertise

Additional notes:
- Metro should lead HMIS and research

## Table 3:
- Commissioner Willey
- President Peterson
- Melissa Erlbaum
- Andrew Rowe
- Mayor Wilson

**Goal: Mapping the current state of systems in care continuum**
KPIs:
- Evaluate/measure different types of beds etc.
- Demand/capacity
- Different entities in the "ecosystem"
- Map populations and different types of stages

**Goal: Regional integrated system infrastructure to build (consistency b/w counties)** *(parenthetical theirs)*
KPIs:
- Regional information systems – data sharing
- Integrated data management systems
- Ability to measure/track populations across care continuum

**Goal: Programs – system integration**
KPIs:
- Transition/handoffs without drop-offs
- No exits

**Goal: Phased approach to where each county is at**
KPIs:
- Consistent count process
- PIT vs by name list
- Dashboards

## Table 4:

- Chair Roberts
- Rachael Duke
- Dr. Mendenhall
- Commissioner Brim-Edwards

**Goal: Rare, brief, nonrecurring**

KPIs:

- KPIs per Commissioner Singleton
- Lower duration
- Lower time to entry
- Higher engagement in services to prevent return

**Goal: Housing build strategy is needed to meet need for physical space and service support strategies (independent and some service-enriched)**

KPIs:

- Clear, existing inventory
- Utilization of inventory
- Population specific services support % of need

Additional notes:

- "Next level" strategies:
  - Provider/chart engagements and higher levels of support are needed
- Regional strategy for jurisdictions and housing authority for volume (handwriting illegible)

**Goal: Amplify eviction prevention strategy/funding support for at-risk individuals in order to prevent homelessness/reduce inflow**

KPIs:

- Reduced eviction for rent non-payment
- Assess eviction prevention risk pool needed and plan for early intervention

Additional notes:

- Historically, the first budget to get cut….

## Virtual Group:

- Mayor Beaty
- Mayor Rosener
- Councilor Lewis

**Goal: Center services and strategies around the lived experiences, needs and journey of people experiencing or at risk of homelessness.**

KPIs:

- Track cause/entry point for individual's homelessness
- Wait times
- Throughput- see the number of nights in various types of shelter
- Backlogs- number of people on wait lists by program or housing type

- Number of engagements per individual, building relationship and trust
- Number of individuals served by multiple providers over time, without intentional case management
- Case management workload

Additional notes:
- Note that for cause of homelessness, self-reporting data will often be incomplete

**Goal: Community resource efficiency**

No other info provided

**Metro Council President's Work Group on Future SHS Implementation**
April 21st, 2025
Metro Regional Center Council Chamber | Zoom

Metro Council President Peterson called the work group to order at 4:04 p.m.

## Welcome and Introductions

Metro Council President Peterson thanked everyone for their continued participation in the work group and the willingness of regional partners to engage in productive discussions and identify shared priorities. She shared optimism about the progress being made and noted that the group's overarching task was to figure out how to come together to build a healthy regional system. President Peterson referenced the exercise from the previous meeting as a launching point for the discussion and reminded the room that the purpose of the Work Group was to lay a foundation for shared priorities and action around goals and KPIs. She expressed gratitude toward the service providers in the room and recognized the authority of the elected and appointed independent auditors to conduct assessments of the system.

President Peterson invited Liam Frost, Deputy Housing Director, Metro, to share information about the recent audits.

Frost emphasized the importance of independent audits for accountability and provided an overview of the various audits. He noted that audits focused on Supportive Housing Services are not necessarily the same as an audit of the homeless response systems that SHS helps to fund. Frost highlighted the recently launched Metro-sponsored SHS system evaluation led by Dr. Marisa Zapata with PSU's Homelessness Research and Action Collaborative (HRAC). Frost shared that Metro staff have been coordinating with staff at the counties to generate ideas for further evaluations.

President Peterson introduced the members of Drawbridge to facilitate the conversation.

## Facilitated Discussion: Regional Systems Review/Audit

Facilitators asked regional partners in the room to share which focus areas they would like the effort to explore and address.

Mercedes Elizalde advised against pursuing more audits and recommended using existing audits to inform decisions.

Rachel Duke: What are the systems that people are coming from and why are they not working? How many people are homeless as a result of rent prices? How can we keep new people from entering the system?

Sahaan McKelvey: Where are the jurisdictions lacking in alignment? He expressed that the current situation is a result of the inability to work cohesive manner toward accomplishing the same goals.

Chair Kathryn Harrington urged the use of "system review" as a descriptor rather than "audit". How to reduce the time for people waiting, how people are graduating from these services, how to reducing the spread of funds?

Commissioner Ben West: What is already working well? Must include four jurisdictions, i.e. the three counties and Metro. How to bring the public along with the group? Being transparent about how failures are being fixed.

Mayor Joe Buck: Building trust in the program. Thinking about how children are being served by the system.

Commissioner Shannon Singleton: What do we already know? How are we using that information to inform? It is not a system; it is a patchwork of programs that has been built over time based on funding source. A real system would not be limited to SHS but include other funding flows.

Andy Mendenhall: There's value in aligning and ensuring and exploring alignment around contracting and procurement standards. Does contracting reflect the work and how it's done? Regarding data use: assessment around the nature of data utilization, and complexity vs. simplicity.

Mayor Tim Rosener: Getting partners involved in an audit is important. On the financial side, comparing the greater Portland area to other regions and their metrics.

Liam Frost thanked Angela Martin of Here Together for coordinating the opportunity for work group members to hear more about the Housing Strategic Initiatives (HSI) sponsored report, "The Role of Stabilization Programming in Successful Transitions from Homelessness."

Frost shared that the Tri-County Planning Body (TCPB) voted to adopt and fund the regional implementation strategy for healthcare and homeless services integration, and had identified three key strategies:
1) A regional plan for medically enhanced housing and shelter models
2) A regional system for cross-system care coordination
3) A regional cross-system data sharing infrastructure


**Facilitated Discussion: Homeless Strategic Initiatives (HSI) Insights**

Commissioner Singleton: There are other places outside of SHS that feed KPIs. The counties should not be held accountable for things beyond their control.

Elizalde: Comprehensive healthcare through co-enrollment is a must; treatment alone is too small. Accessing other treatment modalities through primary care. SHS is not obligated to fund programs that have other funding sources. Co-enrollment and HSI efforts are the housing and health integration plan.

Mendenhall: Amplified Elizalde's and Singleton's comments. There is a need to address the broader platform of healthcare delivery by 1) setting a goal for the percentage of people leaving residential treatment facilities and 2) setting a goal for people leaving higher acuity physical healthcare environments to places that can better suit their needs.

Andrew Rowe: The remedy to the fragmented and disjointed healthcare system is case management and hands-on coordination of people.

## Revisiting the Exercise

Commissioner West: What is our roadmap? Through brainstorming exercises the group can identify key themes, goals, and KPIs. The inspiration for these activities is how the partners can learn from each other to promote healthy regionalism.

Singleton shared the proposal to start making reforms where needed now, advised by the SHS Oversight Committee. Singleton recommended that jurisdictional partners adjust and make changes to their local implementation plans based on what they are seeing locally; then, counties come back to Metro and give updates as changes are made to the plans.

West: Returned to the concept of a "system" and referenced Clackamas County's focus on a recovery-oriented system of care. What does a care continuum and recovery look like for street level homelessness all the way to stability, productiveness, and community? West also emphasized improving hospice care and elderly care services within homeless and at-risk populations.

## Small Group Conversations: Regional Goals and KPIs

Drawbridge facilitators provided a framework for the small group discussions. They requested each breakout group identify and list a few important regional goals and KPIs to report back to the main group. The activity started shortly before 5:00 p.m.

At 5:30 p.m. the Work Group reconvened to share the regional goals and KPIs identified during the activity.

**Group I** (Spokesperson: Andy Mendenhall)

> **Goal**: Amplify eviction prevention as a strategy
> **KPI**: Reduced evictions for rental non-payment
>
> **Goal**: Housing build strategy to meet the need for physical space and services
> **KPI**: Clear reporting on existing inventory and utilization of that inventory
>
> **Goal**: Care and service transition planning and accountability
> **KPI**: Tracking number of people discharged to homelessness
>
> **Goal**: Follow Commissioner Singleton's recommendations regarding KPIs
> **KPI**: Reduction in duration of homelessness, better measurement of engagement with services that prevent returns to homelessness

**Group II** (Spokesperson: Councilor Christine Lewis)

> **Goal**: Services and strategies center lived experiences of people in or at risk of homelessness

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**KPI**: Track the specific cause and entry point for every individual experiencing homelessness

**Goal**: Community resources are efficient and reduces strains on related systems
**KPI**: Number of nights spent in various types of shelter before temporary or permanent housing placement

**Group III** (Spokesperson: Sahaan McKelvey)

**Goal**: Agency, autonomy, and financial means/support to maintain housing and quality of life
**KPI**: Qualitative data, measuring increases in economic sovereignty

**Goal**: Equal inflow and outflow across shelters, streets, etc.; not overfunding one component at the expense of others
**KPI**: 100% of participants who enter housing system exit with a permanent housing solution

**Goal**: Enhancing system integration
**KPI**: Regional system efficiency score via surveys

**Goal**: Build public trust through transparency and access to information
**KPI**: Frequency of publicly shared reports and reporting dashboards

McKelvey additionally highlighted Commissioner Singleton's reform proposal.

**Group IV** (Spokesperson: Commissioner Ben West)

**Goal**: SHS interventions lead to reduction in the amount of time people are unhoused
**KPI**: Length of time between contact with coordinated access and housing assistance

**Goal**: Co-enrollment
**KPI**: Collecting data on which services and resources are requested and how often people are connected to those services and resources

**Group V** (Spokesperson: Andrew Rowe)

**Goal**: Map the current state of the system and sub-systems in the care continuum
**KPI**: Evaluate the disparities and measure resources, populations of different components

**Goal**: Developing a regional integrated information system
**KPI**: Tracking location data using technology

**Goal**: Integrating smaller programs into the system
**KPI**: Measuring number of transitions between programs and services

**Goal**: Resource allocation in alignment with the needs of each county
**KPI**: Reporting dashboards with financial data

Drawbridge facilitators provided a summary of the comments and general themes from the discussion.

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Members of the work group shared additional comments.

Rosener: KPIs need to align with federal programs in order to secure funding.

Singleton: Identify opportunities to utilize local funding. Map other systems that lead to homelessness and re-align housing services with health services.

Elizalde: Ease of use and response time is important.

Duke: We can rethink established rules that have turned into potential obstacles.

**Closing Remarks**

Metro Council President Peterson provided a few reflections from the meeting and noted that members generally favored the language and approach of a systems/gaps analysis over a performance or financial audit.
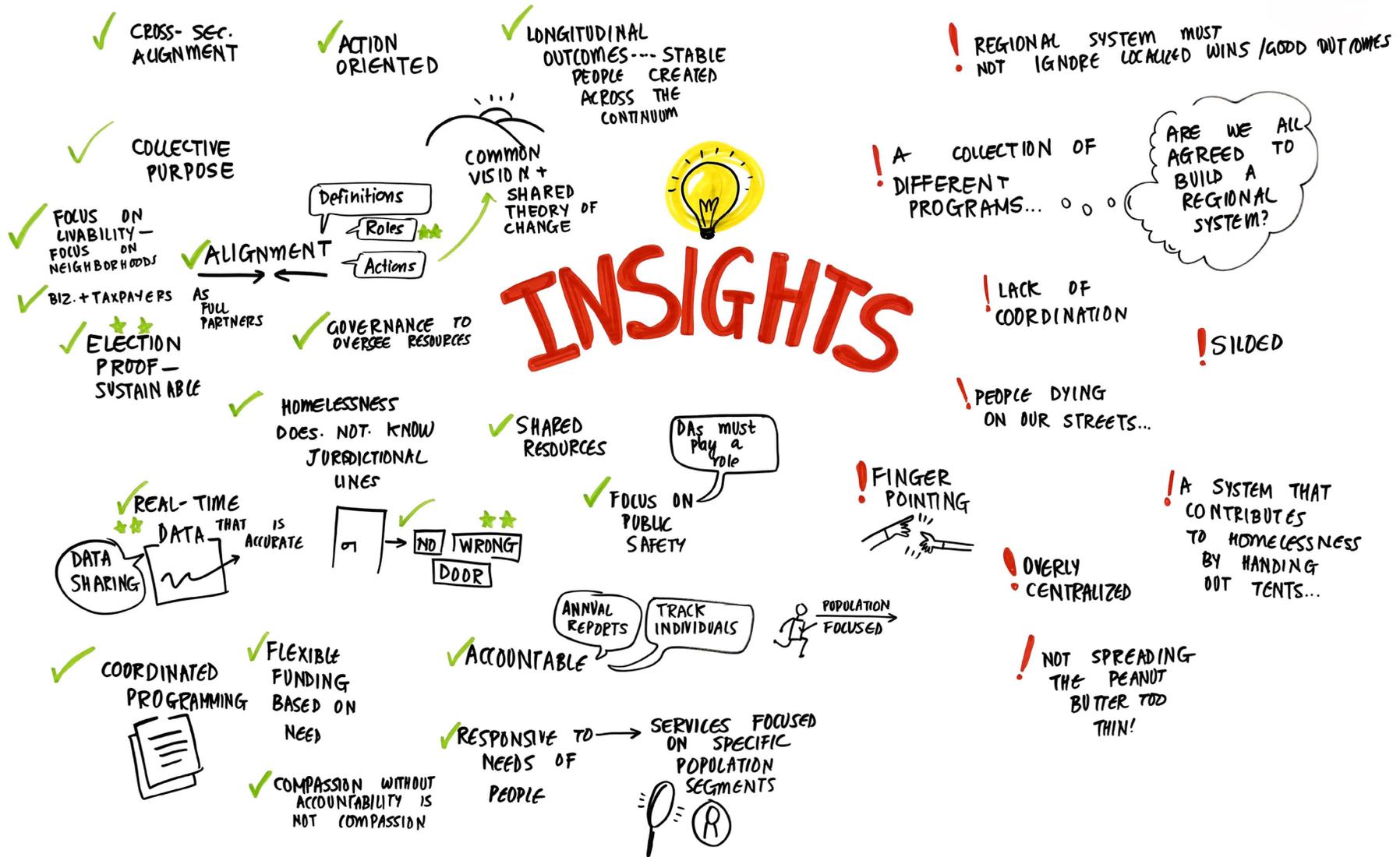
Councilor Lewis added that "audit" has strength in terms of effectiveness at a program level.

President Peterson reminded the group that auditors would be reporting back over the coming weeks and thanked everyone for their participation.

The meeting was concluded at 5:59 p.m.

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Materials following this page were distributed at the meeting.

# DEFINING A HEALTHY REGIONAL SYSTEM

# Vision Framework

**DRAFT**

Metro

**VISION**

**MISSION**

GOAL

GOAL

GOAL

GOAL

GOAL

KPIs

KPIs

KPIs

KPIs

KPIs

KPIs