

## Council meeting agenda

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**Tuesday, December 16, 2025**

**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=jZw7QHSVlbg](https://www.youtube.com/watch?v=jZw7QHSVlbg)**

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**This Council meeting will adjourn into a work session.**

**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. Public Communication**

Public comment may be submitted in writing. It will also be heard in person and by electronic communication (video conference or telephone). Written comments should be submitted electronically by emailing [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov). Written comments received by 4:00 p.m. the day before the meeting will be provided to the council prior to the meeting.

Those wishing to testify orally are encouraged to sign up in advance by either: (a) contacting the legislative coordinator by phone at 503-813-7591 and providing your name and the agenda item on which you wish to testify; or (b) registering by email by sending your name and the agenda item on which you wish to testify to [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov). Those wishing to testify in person should fill out a blue card found in the back of the Council Chamber. Those requesting to comment virtually during the meeting can do so by using the "Raise Hand" feature in Zoom or emailing the legislative coordinator at [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov). Individuals will have three minutes to testify unless otherwise stated at the meeting.

**3. Resolutions**

- 3.1 Resolution No. 25-5555 For The Purpose of Providing Up [RES 25-5555](#)  
to \$7,000,000 to Clackamas County to Address  
Unsheltered Homelessness

Presenter(s): Vahid Brown (he/him), Clackamas County Department of  
Health, Housing and Human Services

Attachments: [Resolution No. 25-5555](#)  
[Staff Report](#)  
[Attachment 1 - Clackamas County Request Memo](#)

- 3.2 Resolution No. 25-5534 For the Purpose of Adopting the [RES 25-5534](#)  
Supportive Housing Services Reform Work Plan

Presenter(s): Liam Frost (he/him), Interim Housing Director  
Yesenia Delgado (she/her), Supportive Housing Services  
Division Director

Attachments: [Resolution No. 25-5534](#)  
[Exhibit A](#)  
[Staff Report](#)

**4. Ordinances (Second Reading)**

- 4.1 Ordinance No. 25-1539 For the Purpose of Consolidating [ORD 25-1539](#)  
the Supportive Housing Services Regional Oversight  
Committee and Tri-County Planning Body Into a New "SHS  
Regional Policy and Oversight Committee" and  
Establishing the Committee's Duties and Membership

Presenter(s): Liam Frost (he/him), Interim Housing Director  
Yesenia Delgado (she/her), Supportive Housing Services  
Division Manager  
Kristin Dennis (she/her), Metro Chief of Staff

Attachments: [Ordinance No. 25-1539](#)  
[Exhibit A to Ordinance No. 25-1539](#)  
[Staff Report](#)  
[Attachment 1 - Draft SHS Reform Actions Memo](#)

**5. Adjourn to work session**

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### សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកាតព្វកិច្ចរើសអើងសូមចូលទស្សនាការបង្ហាញផ្ទាល់ [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឱ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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Metro

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

Agenda #: 3.1

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**File #:** RES 25-5555

**Agenda Date:** 12/16/2025

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**Resolution No. 25-5555 For The Purpose of Providing Up to \$7,000,000 to Clackamas County to Address Unsheltered Homelessness**

Vahid Brown (he/him), Clackamas County Department of Health, Housing and Human Services

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF PROVIDING UP TO	)	RESOLUTION NO. 25-5555
\$7,000,000 TO CLACKAMAS COUNTY TO	)	
SUPPORT INVESTMENT IN PROGRAMS TO	)	Introduced by Metro Council President
ADDRESS UNSHELTERED HOMELESSNESS	)	Lynn Peterson

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

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

WHEREAS, through the hard work of Metro’s County implementation partners and service providers around the region, the regional Supportive Housing Services (“SHS”) program has helped thousands of households avoid or escape homelessness, including funding more than 8,700 housing placements, more than 18,000 eviction preventions through regional rent assistance, and the creation or sustaining of more than 2,600 temporary shelter units; and

WHEREAS, Metro Code 11.01.130 authorizes Metro to distribute SHS administration funds to a Local Implementation Partner to support specific needs identified by Metro Council; and

WHEREAS, Metro Council finds an acute need for additional SHS programming and infrastructure within Clackamas County prioritizing those currently experiencing homelessness; and

WHEREAS, Clackamas County is a Local Implementation Partner under Metro’s Supportive Housing Services Program; and

WHEREAS, the Clackamas County Board of Commissioners have identified a critical need for additional shelter capacity to balance its continuum of care; and

WHEREAS, Clackamas County is requesting up to \$7 million to support the development of a new year-round shelter in Clackamas County for SHS-funded services using one-time funds; and

WHEREAS, Metro Council finds that a strategic one-time investment is necessary to support stabilizing homeless services programming and existing projects so long as it prioritizes those experiencing homelessness currently; and

WHEREAS, Metro is unlikely to have a similar level of carryover funds in the future available for this level of investment, and Metro staff has communicated with Clackamas County staff that these are one-time funds; now therefore,

BE IT RESOLVED that:

1. The Metro Council authorizes the Chief Operating Officer to enter into an intergovernmental agreement with Clackamas County to provide up to \$7,000,000 of Supportive Housing Services administrative funds that support programs addressing unsheltered homelessness, provided:

- a. The intergovernmental agreement must require that data from any programs that use these funds are reported in Multnomah County's Homeless Management Information System (HMIS) and to Metro consistent with the Metro SHS Data Sharing Agreement; and
  - b. The intergovernmental agreement provides that the funding is one-time.
2. The Metro Council authorizes the Chief Operating Officer to identify any additional requirements and restrictions to be included in the intergovernmental agreement; and
3. The intergovernmental agreement must be in a form approved by the Office of the Metro Attorney.

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

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Lynn Peterson, Council President

Approved as to Form:

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Carrie MacLaren, Metro Attorney

IN CONSIDERATION OF RESOLUTION NO. 25-5555 FOR THE PURPOSE OF PROVIDING UP TO \$7,000,000 TO CLACKAMAS COUNTY TO ADDRESS UNSHELTERED HOMELESSNESS

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**Date:** Dec. 10, 2025

**Presenter:** Liam Frost, *Interim Housing Director, Metro*

**Department:** Housing

Vahid Brown, (he/him), *Deputy Director of Housing and Community Development, Clackamas County Department of Health, Housing and Human Services*

**Meeting Date:** Dec. 16, 2025

**Prepared by:** Alice Hodge,  
*Housing Council Liaison*

**Length:** 30 minutes

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## ISSUE STATEMENT

Metro Council seeks to ensure that Supportive Housing Services (SHS) funding provides tangible benefits where needed most across the region. In a time of continuing crisis in our communities and broader financial uncertainty, responsive action is of critical importance.

This presentation will provide Metro Council with information on Clackamas County's request for \$7 million in one-time funds from Metro's unallocated SHS administrative funds to help address unsheltered homelessness. This request will support the development of a new year-round shelter in Clackamas County.

### Clackamas County request

On November 12, 2025, the Clackamas Board of County Commissioners authorized staff to request Metro administrative funds to replace the County's current 40 units of leased hotel-based shelter, which primarily serve single adults and couples.

To ensure the County identifies the strongest and most cost-effective solution to serve chronically homeless populations, two parallel development paths will be pursued:

1. **Search for a Shelter-Ready Property** The County will issue a Request for Expressions of Interest (RFEI) to identify any properties suitable for efficient conversion into congregate shelter. Metro Administrative Funds would cover acquisition and rehabilitation. While the County is committed to evaluating all viable opportunities, past market experience indicates that properties meeting shelter-ready criteria are uncommon. Nevertheless, conducting this search ensures that the County does not miss a high-value opportunity should one become available.

2. **Development of a Village-Style Shelter** If no suitable properties are identified, the County will proceed with planning and site identification for a new village-style shelter, modeled on the successful Clackamas Village transitional housing project. Based on recent per-unit development costs, constructing a replacement for the 40 motel units is estimated at \$7–8 million, including land acquisition, pod procurement, infrastructure and site improvements. The village model, organized around pod communities, has demonstrated strong outcomes in serving individuals experiencing homelessness and is well suited to Clackamas County’s blend of urban, suburban, and rural characteristics.

In either scenario, Clackamas County will continue partnering with a community-based provider to deliver on-site services and case management, funded by SHS Program dollars. This investment will enhance Clackamas County’s continuum of care, deliver a shelter model well suited to community needs, and create operational efficiencies that can be redirected to priority services or applied to future fiscal challenges driven by declining revenues and rising costs.

## **BACKGROUND**

In May 2020, voters in greater Portland approved Measure 26-210 to fund services for people experiencing or at risk of homelessness. The measure created personal and business income taxes that fund SHS across the region. Pursuant to the SHS measure and Metro Code, Metro retains 5 percent of SHS tax collections to administer a regional program.

As Metro and the Counties built up their programs, revenue outpaced annual administrative spending. Metro currently has approximately \$30 million in reserves, which can be used for current and future administration of the SHS program. During and after the Stakeholder Advisory Table process and other SHS reform discussions, Metro discussed setting a portion of these funds aside to seed a regional fund for affordable housing development. However, due to urgent need for funding within current allowable uses, Metro Council sought to provide flexibility to make strategic investments of Metro’s administrative funds to support efforts of regional significance.

On April 17, 2025, Metro Council adopted Ordinance No. 25-1530 to enable disbursement of its administrative funds to Local Implementation Partners for one-time investments in support of programs that otherwise meet SHS use of funds requirements, as directed by future Metro Council resolution.

A unique set of circumstances led to Metro having these available resources that are not otherwise critical for immediate administrative needs. It is unlikely that Metro will have these resources available for flexible programming in the future given the current revenue



and budget forecasts. Therefore, local implementation partners that receive additional funds from Metro administrative funds should understand that those investments are one-time.

### **ACTION REQUESTED**

Approve Resolution NO. 25-5555

### **POLICY OPTIONS FOR COUNCIL TO CONSIDER**

Staff recommend passing the resolution as submitted. Metro Council may further direct staff to require additional specific features in a subsequent IGA with Clackamas County. Given the one-time nature of these funds, Council may consider adjusting the amount of funds made available to Clackamas County.

### **ATTACHMENTS**

1. Clackamas County Request Memo

## MEMORANDUM

TO: Metro Council

FROM: Shannon Callahan  
Director of Housing and Community Development Division  
Clackamas County

RE: Request for Metro Administrative Funds for New Clackamas County Shelter

DATE: December 16, 2025

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### REQUEST

Clackamas County, with approval from the Board of County Commissioners, requests \$7 million in Metro Administrative Funds to support the development of a new year-round shelter in Clackamas County.

### BACKGROUND

Following Metro's distribution of surplus Supportive Housing Services (SHS) Administrative Funds to Multnomah and Washington Counties, Clackamas County is seeking \$7 million for capital investment in a new shelter facility.

Clackamas County has identified a critical need for additional shelter capacity to balance its continuum of care. On November 12, 2025, the Board of County Commissioners authorized staff to request Metro Administrative Funds to replace the County's current 40 units of leased hotel-based shelter, which primarily serve single adults and couples.

To ensure the County identifies the strongest and most cost-effective solution, two parallel development paths will be pursued:

1. Search for a Shelter-Ready Property

The County will issue a Request for Expressions of Interest (RFEI) to identify any properties suitable for efficient conversion into congregate shelter. Metro Administrative Funds would cover acquisition and rehabilitation. While the County is committed to evaluating all viable opportunities, past market experience indicates that properties meeting shelter-ready criteria are uncommon.

Nevertheless, conducting this search ensures that the County does not miss a high-value opportunity should one become available.

2. Development of a Village-Style Shelter

If no suitable properties are identified, the County will proceed with planning and site identification for a new village-style shelter, modeled on the successful Clackamas Village transitional housing project. Based on recent per-unit development costs, constructing a replacement for the 40 motel units is estimated at \$7–8 million, including land acquisition, pod procurement, infrastructure and site improvements.

Metro Administrative Funds will be used exclusively for development, construction, and necessary improvements.

The village model, organized around pod communities, has demonstrated strong outcomes in serving individuals experiencing homelessness and is well suited to Clackamas County's blend of urban, suburban, and rural characteristics.

**SERVICE PARTNERSHIP**

In either scenario, Clackamas County will continue partnering with a community-based provider to deliver on-site services and case management, funded by SHS program dollars.

**IMPACT**

This investment will enhance Clackamas County's continuum of care, deliver a shelter model well suited to community needs, and create operational efficiencies that can be redirected to priority services or applied to future fiscal challenges driven by declining revenues and rising costs.



Metro

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

Agenda #: 3.2

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**File #:** RES 25-5534

**Agenda Date:** 11/20/2025

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**Resolution No. 25-5534 For the Purpose of Adopting the Supportive Housing Services Reform Work Plan**

Liam Frost (he/him), Interim Housing Director

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

BEFORE THE METRO COUNCIL

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

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

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

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

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

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

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

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

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

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

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

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

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

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

BE IT RESOLVED that:

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

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

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Lynn Peterson, Council President

Approved as to Form:

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Carrie MacLaren, Metro Attorney

# RESOLUTION 25-5534: EXHIBIT A

## Supportive Housing Services Reforms Work Plan

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## INTRODUCTION

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

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

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

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

### About this Work Plan

For each identified reform action, this Work Plan provides:

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

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

## Reform actions

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

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

## Reforms timeline: Jan 2026–June 2027

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

## Background

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

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

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

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

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

## ACTION 1. GOVERNANCE

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

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

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

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

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

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

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

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

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

## RESOLUTION 25-5534: EXHIBIT A

### SUPPORTIVE HOUSING SERVICES REFORMS WORK PLAN

Dec 9, 2025

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

### Milestones

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

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

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

## Deliverables

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

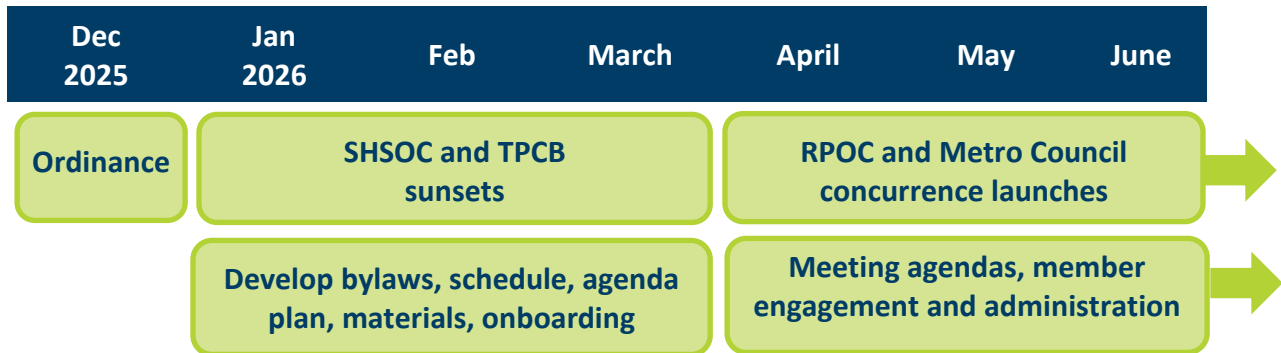
## RESOLUTION 25-5534: EXHIBIT A

### SUPPORTIVE HOUSING SERVICES REFORMS WORK PLAN

Dec 9, 2025

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

### Timeline



## ACTION 2. REGIONAL INVESTMENTS

### *Establish new framework for the Regional Investment Fund*

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

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

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

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

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

### Milestones

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



## RESOLUTION 25-5534: EXHIBIT A

### SUPPORTIVE HOUSING SERVICES REFORMS WORK PLAN

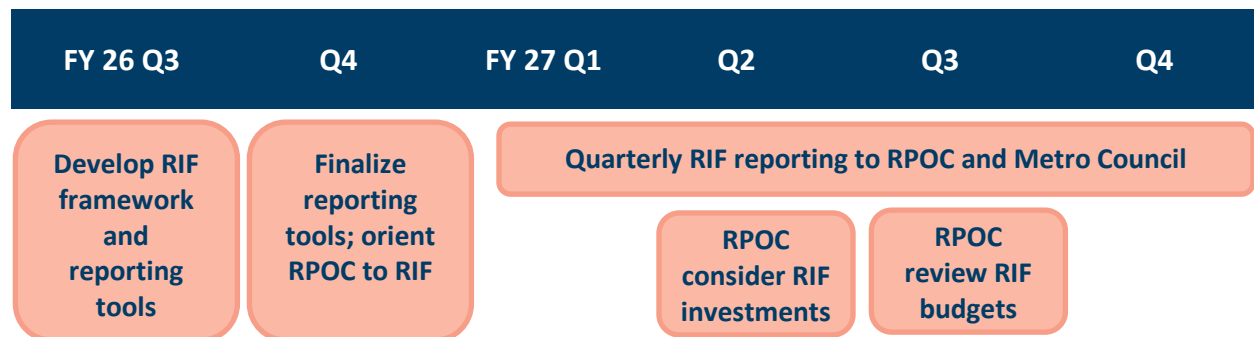
Dec 9, 2025

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

### Deliverables

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

### Timeline



## ACTION 3. KPIs AND GOALS

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

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

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

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

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

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

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

Dec 9, 2025

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

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

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

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

Dec 9, 2025

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

**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

## RESOLUTION 25-5534: EXHIBIT A

### SUPPORTIVE HOUSING SERVICES REFORMS WORK PLAN

Dec 9, 2025

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

### Milestones

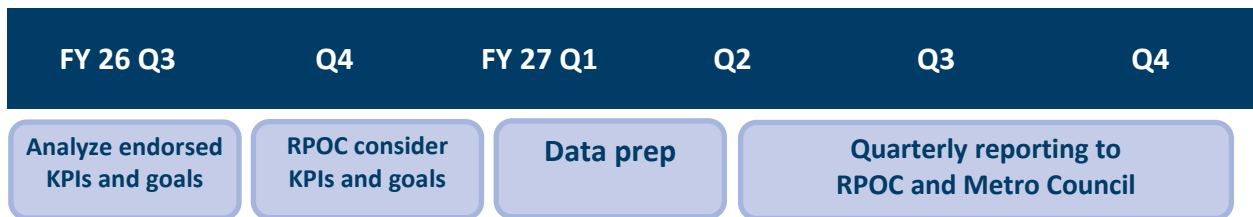
- **Dec 2025:** Metro Council *endorsement* of new regional KPIs and goals through SHS Reform Work Plan resolution
- **Jan–March 2026**
  - Completion of initial Metro staff analysis of draft KPIs and goal
  - Draft updated data reporting templates
- **April–June 2026**
  - RPOC consideration and recommendation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

### Deliverables

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

## Timeline

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



## ACTION 4. DATA TRANSPARENCY

### *Create new regional financial and programmatic data dashboard*

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

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

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

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

### Milestones

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



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

## Deliverables

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

## Timeline

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

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

## ACTION 5. STANDARDS

### *Codify programmatic definitions and guidelines in administrative rules*

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

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

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

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

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

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

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

## Milestones

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

## Deliverables

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

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

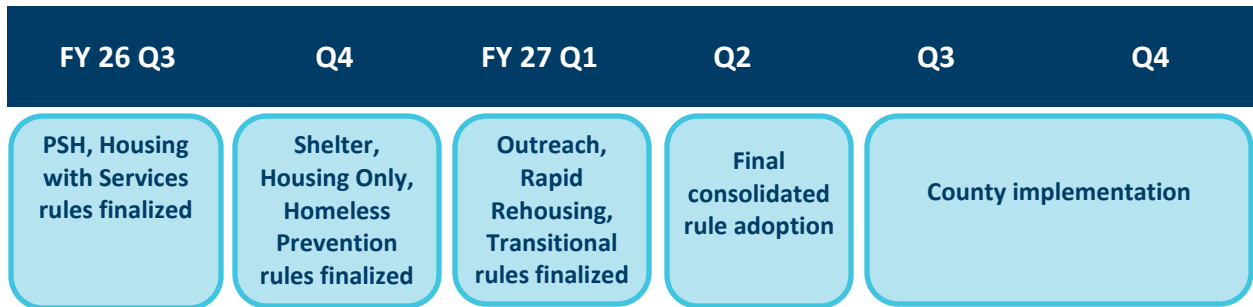
## RESOLUTION 25-5534: EXHIBIT A

### SUPPORTIVE HOUSING SERVICES REFORMS WORK PLAN

Dec 9, 2025

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

#### Timeline



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

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**Date:** Dec. 7, 2025

**Department:** Housing

**Meeting Date:** Dec. 16, 2025

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

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

Yesenia Delgado (she/her),  
*SHS Division Director*

**Length:** 30 minutes

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## ISSUE STATEMENT

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

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

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

For each reform action, this Work Plan provides:

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

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

### **ACTION REQUESTED**

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

### **IDENTIFIED POLICY OUTCOMES**

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

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

### **POLICY QUESTION(S)**

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

### **POLICY OPTIONS FOR COUNCIL TO CONSIDER**

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

### **STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**

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

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

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

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

## **BACKGROUND**

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

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

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

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

## **ATTACHMENTS**

- None



## Agenda #: 4.1

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**File #:** ORD 25-1539

**Agenda Date:** 12/16/2025

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**Ordinance No. 25-1539** For the Purpose of Consolidating the Supportive Housing Services Regional Oversight Committee and Tri-County Planning Body Into a New "SHS Regional Policy and Oversight Committee" and Establishing the Committee's Duties and Membership

Liam Frost (he/him), Interim Housing Director

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

Kristin Dennis (she/her), Metro Chief of Staff



BEFORE THE METRO COUNCIL

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

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

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

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

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

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

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

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

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

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

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

THE METRO COUNCIL ORDAINS AS FOLLOWS:

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

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

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Lynn Peterson, Council President

Attest:

Approved as to Form:

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Georgia Langer, Recording Secretary

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Carrie MacLaren, Metro Attorney

## 2.19.280 Supportive Housing Services Regional Policy and Oversight Committee

- (a) **Committee Established.** A 21-member Supportive Housing Services Regional Policy and Oversight Committee (the “SHS RPOC” or “Committee”) will provide oversight, planning, and regional coordination for the Supportive Housing Services Program.
- (b) **Purpose and Authority.** The purpose and authority of the Committee is to:
- (1) Evaluate local implementation plans, and make and submit to Metro Council recommendations to advance program goals and support guiding principles;
  - (2) Accept and review annual reports from Local Implementation Partners for consistency with approved local implementation plans;
  - (3) Monitor financial aspects of program administration, including review of program expenditures;
  - (4) Provide an annual report and presentation to Metro Council and Clackamas, Multnomah, and Washington County Boards of Commissioners assessing SHS Program performance, challenges, and outcomes;
  - (5) Establish and submit to Metro Council for adoption regional key performance indicators, key environmental indicators, and SHS Program goals;
  - (6) Periodically review and submit to the Metro Council for adoption updates to the regional coordination plan, incorporating adopted regional strategies, metrics and goals, and establishing how funds dedicated for regional investments pursuant to Metro Code Section 11.01.180 (the “Regional Investment Strategy Fund”) may be used;
  - (7) Review and recommend to Metro Council for approval proposals from Local Implementation Partners to make investments from the Regional Strategy Investment Fund;
  - (8) Develop and recommend to Metro Council for approval of guidance to Local Implementation Partners on the implementation of strategies to achieve regional goals and outcomes;
  - (9) Monitor the implementation of the regional coordination plan, including the financial investments by the Local Implementation Partners from the Regional Strategy Investment Fund; and
  - (10) Perform other duties and functions that Metro Council may prescribe.
- (c) **Membership.** The Committee is composed of 22 members, including local jurisdictions, homelessness experts, and other representatives:
- (1) Voting Members

Metro	3
Clackamas County	1
Multnomah County	1
Washington County	1

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## STAFF REPORT

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

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**Date:** Nov. 30, 2025

**Department:** Housing

**Meeting Date:** Dec. 4, 2025

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

[alice.hodge@oregonmetro.gov](mailto:alice.hodge@oregonmetro.gov)

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

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

Kristin Dennis (she/her)  
*Metro Chief of Staff*

**Length:** 30 minutes

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## ISSUE STATEMENT

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

## ACTION REQUESTED

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

## IDENTIFIED POLICY OUTCOMES

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

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

## POLICY QUESTION(S)

- Does Council support the membership and consolidated committee structure?

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

## **POLICY OPTIONS FOR COUNCIL TO CONSIDER**

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

## **STAFF RECOMMENDATIONS**

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

## **STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**

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

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

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

## **BACKGROUND**

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

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

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



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

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

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

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

## **ATTACHMENTS**

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

# Attachment 1: Memo



**Date:** November 25, 2025

**To:** Metro Council

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**\*\*Timeline:**

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

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

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

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