

ACTION 3. KPIs AND GOALS

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

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

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

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

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

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

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

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

New regional KEIs: *Monitored; homeless services system does not control*

Environmental Indicator	Provides Context for
Total number of evictions	<ul style="list-style-type: none"> System inflow / outflow Eviction prevention need
Total number of people and/or households experiencing homelessness	<ul style="list-style-type: none"> System inflow / outflow Overall need
Median length of time experiencing homelessness by self-report	<ul style="list-style-type: none"> System inflow / outflow
Vacancy rates <ul style="list-style-type: none"> Private market (various affordability levels) 	<ul style="list-style-type: none"> Housing supply / need System inflow / outflow

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

Proposed five-year goals (2026-2030)

Metro staff will propose goal percentage options with proposed five-year goals for RPOC consideration.

GOAL 1: Reduce the length of time people experience homelessness

- The number (or rate) of people experiencing prolonged homelessness will be reduced by X% by 20XX (or annually). (*Prolonged homelessness is defined as one year or longer, or at least four episodes of homelessness in the past three years.*)

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

- X% of people and/or households entering shelter will be connected to housing placement or other positive outcomes (*recovery program enrollment; family re-unification; transitional housing placement; etc.*).
- X% of people and/or households seeking services are connected to appropriate services within X months.
- The length of time to housing placement will reduce by X% annually.
- The rate of housing placement from streets or shelters will increase by X% annually.

GOAL 3: Ensure housing stability and retention for people placed in housing

- At least X% of people and/or households placed in permanent housing will achieve long-term housing stability (at least three years), supported by required wraparound services: treatment; healthcare navigation; job training; case management; etc.
- Less than X% of people and/or households placed or stabilized in permanent housing will return to homelessness.

GOAL 4 - Interim goal (18 months): No net loss amid shifting federal and state funding and policy landscape.

- Ninety percent housing retention in SHS-funded housing.

Additional metrics

Incorporating feedback from Metro Council President Peterson, Metro staff propose returning to Metro Council by June 30, 2026, with additional KPIs or policy recommendations based on the areas outlined below:

- Median waiting time for placement into services following an outreach connection

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

Milestones

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

Deliverables

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