

# 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> )