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oregonmetro.gov

Meeting Minutes

Meeting: Supportive Housing Services Regional Policy and Oversight Committee
Date/time: Wednesday, July 8, 2026 | 3 to 6 p.m.
Place: Hybrid meeting (Metro Council Chambers; Zoom)
Purpose: Discuss progress and next steps on draft KPIs, KEIs, and goals; discuss Continuous Quality Improvement (CQI) framework research.

Members Present

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

Alternates Present

Lacey Beaty, Cities of Washington County

Members Excused

Beach Pace, City of Hillsboro, Cities of Washington County

Metro Staff

Liam Frost (he/him), Housing Director

Yesenia Delgado (she/her), SHS Division Director

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

Facilitation Team

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

Ellen Bini (she/her), Estolano Advisors

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

Summary of Recommendations for Metro Council Consideration

None at this time.

Summary of Meeting Decisions

June meeting minutes approved unanimously.

1. Call to Order and Declaration of a Quorum

Supportive Housing Services Regional Policy and Oversight Committee (SHS RPOC) Chair Juan Carlos González, Metro Councilor, called the meeting to order at 3:01pm.

Chair González provided opening remarks. He stated that this was the committee's fourth full meeting and noted that committee members had provided useful feedback both during and between meetings. He emphasized that RPOC is not a typical oversight committee and described it as an "all hands on deck" body created to address uncertainty facing the region.

Chair González discussed the impacts of federal, state, and local funding reductions and stated that SHS remains a locally controlled funding source. He noted that thousands of people have been housed through SHS while acknowledging that homelessness continues to grow because need exceeds available resources.

Chair González announced that Metro staff will present options for subcommittees or work groups to Metro Council at the end of July. He shared that Metro Council approved creation of a new RPOC voting position representing American Indian, Alaska Native, tribal, and urban Indigenous communities experiencing homelessness.

Michael Garcia, Metro, called the roll and declared a quorum.

2. Consent Agenda

Chair González stated that there was one item on the Consent Agenda: July meeting minutes.

Motion: Peter Rosenblatt moved to approve the consent agenda, seconded by Mayor Joe Buck.

Action: The consent agenda was unanimously approved.

3. Staff Updates

Liam Frost, Metro, provided brief staff updates to the committee. He shared that Metro Housing staff will present options for RPOC subcommittees and/or separate advisory bodies to Metro Council on July 28, 2026. He announced that Metro Council recently adopted an ordinance adding one new voting member to RPOC representing American Indian, Alaska Native, tribal, and urban Indigenous communities experiencing homelessness. He explained that the ordinance will take effect after the required 90-day period and that Metro staff are working with Council staff and Tribal Affairs staff on targeted outreach and recruitment efforts.

- Question: Commissioner Jerry Willey asked whether specific subcommittees had already been identified.

- Liam Frost responded that no final decisions have been made. He stated that staff have discussed several concepts but will first seek Metro Council direction before determining the final structure.
- Question: Commissioner Shannon Singleton asked for additional information about the purpose of the proposed subcommittees and whether counties had been involved in the discussions.
 - Liam Frost explained that the intent is to help RPOC advance its work more efficiently. He stated that potential subcommittees could focus on topics such as oversight or Continuous Quality Improvement (CQI). He also noted that staff are considering alternative work group models given the scheduling demands on RPOC members. He added that a recommendation from the former Tri-County Planning Body called for a separate advisory body focused on employee recruitment, retention, and living wages. He stated that some future work groups may benefit from participation by frontline service providers and subject-matter experts rather than relying solely on RPOC membership.
 - Comment: Commissioner Singleton expressed concern about creating subcommittees without committee input and referenced the Joint Policy Advisory Committee on Transportation (JPACT) model, where technical committees help inform decision-making. She stated that she would like RPOC members to have opportunities to provide feedback on the development of any subcommittee structure.
 - Chair González responded that staff are considering factors such as available resources and staff capacity, the specific charge and purpose of any subcommittee or work group, meeting frequency and time commitments, the authority delegated by RPOC and expected products and reporting requirements. He stated that subcommittees would function as extensions of RPOC and could be used to advance work between the committee's monthly meetings. He affirmed that any future proposals would be developed in consultation with committee members.

4. Information/Discussion Items

4.1 SHS reform: Key performance indicators, key environmental impacts and goals

Liam Frost, Metro, and Yesenia Delgado, Metro, presented on the draft endorsed key performance indicators, key environmental impacts, and goals. Liam Frost reviewed the relationship between goals, KPIs and KEIs. He shared that metro staff will be incorporating committee feedback and return with a revised package in August. He shared that goals may evolve over time, but the KPIs are intended to remain stable. He also shared that the baseline data is currently being developed and will be available before performance reporting begins.

Yesenia Delgado provided a brief update on the quarterly performance reporting and shared that the regional public dashboard is anticipated to be ready by December 2026.

Discussion and Q&A

- Question: Angela Martin, HereTogether, asked whether Metro Council's vote following RPOC's recommendation would be an up-or-down vote or whether Metro Council could substantially amend the recommendations.
 - Chair González responded that he would not expect major changes that contradict the work of RPOC and that his expectation is that the committee's work moves forward substantially as developed.
- Question: Andrew Rowe, Portland Metro Chamber, asked whether Metro intends to provide a matrix showing how proposed regional KPIs align with existing county KPIs and whether committee members would receive information that shows areas of alignment and misalignment.
 - Liam Frost responded that Metro is committed to providing that information, but that it will take time because all counties have developed metrics and reporting systems differently. He also asked whether committee members felt they needed the matrix before voting.
- Comment: Andrew Rowe, Portland Metro Chamber, stated that in his view the matrix is necessary because it would be difficult to make a responsible decision without understanding alignment with county systems.
 - Yesenia Delgado responded that Metro and county staff have been working together for months to ensure the proposed framework is feasible and aligns with county systems. She stated the proposed package will already reflect county review and participation.
- Comment: Commissioner Singleton, Multnomah County, stated Multnomah County has been actively engaged in KPI development and that while not all metrics are identical, there is alignment between county and regional efforts.
- Question: Mayor Beaty, Cities of Washington County, asked for clarification regarding the "etc." category listed under KEI demographic groups and requested a complete list of populations being tracked.
 - Yesenia Delgado clarified current demographic categories and stated additional groups could be added.

- Question: Mayor Beaty, Cities of Washington County, also asked why veterans were not listed and requested they be added and how Metro would prevent double-counting among overlapping populations. Mayor Beaty stated veterans should be explicitly included.
 - Yesenia Delgado stated individuals can self-identify and Metro's regional data team works to minimize duplicate counting through data analysis.
- Question: Mayor Beaty, Cities of Washington County, questioned the process by which Metro-endorsed KPIs are reviewed by RPOC and expressed concern that longstanding mayoral proposals, including a livability measure, had not advanced.
 - Liam Frost reviewed the history of KPI development, the President's Work Group process, Metro Council endorsement, and RPOC's current review role.
- Comment: Mayor Beaty, Cities of Washington County, stated concern that a livability measure repeatedly supported by mayors had not been incorporated and questioned how committee members know what proposals have been excluded from consideration.
 - Chair González responded that he understood there was a proposal from the mayors that he had not seen yet that he looked forward to reviewing.
- Question: Peter Rosenblatt, Northwest Housing Alternatives, asked how baseline numbers would be established and whether goal measurements would be based on county performance data, aggregate regional data, or both.
 - Yesenia Delgado responded that baseline values are being developed using the previous 12 months of county SHS system performance data and will be compared to national and peer jurisdiction benchmarks.
- Comment: Peter Rosenblatt, Northwest Housing Alternatives, stated that many proposed measures already exist in provider contracts and questioned why they are being presented as new goals.
 - Liam Frost responded that while counties have historically tracked many of these measures, the proposed goals provide a regional framework and direction for the next five years.
 - Chair González stated that the new goals move beyond the original SHS voter-adopted goals by focusing on broader system performance and improvement.
- Comment: Commissioner Jerry Willey, Washington County, stated he was struggling to understand baseline measures and the relationship between goals and KPIs. He stated that some goals appear directly connected to KPIs while others do not and requested greater clarity regarding those relationships.
- Comment: Commissioner West, Clackamas County, expressed concern that the framework may be moving the goalposts from original promises made to voters. He also stated concern

about language suggesting homelessness itself is outside SHS control and questioned whether that reduces accountability.

- Liam Frost responded that SHS is intended to fund homeless services and cannot fully compensate for broader challenges such as economic conditions, behavioral health system deficiencies, or housing shortages.
- Comment: Commissioner West, Clackamas County, stated that reducing homelessness should remain the overarching objective and suggested state policy decisions should also be reflected among KEIs because they significantly affect system performance.
 - Liam Frost agreed state and federal actions should be considered for inclusion.
- Comment: Gretchen Kent, Autzen Foundation, stated she remains confused about how KPIs and KEIs work together and how success should be interpreted.
 - Liam Frost explained that KEIs provide context about external conditions, KPIs measure system performance, and RPOC's role is to use both sets of information to understand changes in performance over time.
- Question: Gretchen Kent, Autzen Foundation, asked how individuals entering the system but not receiving services are tracked.
 - Liam Frost explained that coordinated entry data includes information regarding individuals seeking services and whether they successfully connect to available resources.
- Comment: Commissioner Singleton, Multnomah County, requested that future materials more closely align with presentation slides. She shared concern that outcomes for individuals exiting transitional housing remain untracked in the framework and suggested returns to homelessness should be added as a KEI. She also discussed Multnomah County's review of permanent supportive housing fidelity and stated more information is needed about the quality and effectiveness of programs, not just outputs. She questioned how regional coordination and alignment will be measured under the proposed KPI structure.
- Comment: Margaret Salazar, Reach CDC, stated concern that eviction prevention may receive insufficient attention. She noted that 25% of SHS resources support prevention activities and suggested additional work is needed to determine how effectiveness of prevention programs should be measured, including retention, rent stability, and eviction outcomes.
- Comment: Councilor Hwang, Metro, stated concern about dashboard proliferation and questioned how members of the public will understand system performance across Metro, counties, cities, and housing agencies. He stated that some measures classified as KEIs for

Metro are KPIs for other organizations and asked how the region intends to present a coherent public narrative.

- Liam Frost responded that Metro intentionally focused on indicators most appropriate at the regional level and that communication of system performance will require additional work.
- Question: Mayor Buck, City of Lake Oswego, asked when committee members would see staff responses to feedback that has been submitted throughout the process.
 - Liam Frost stated staff will continue collecting comments through the following week and will provide the committee with a revised proposal before the August meeting.
- Question: Mayor Buck, City of Lake Oswego, questioned why committee members cannot directly advance proposals for committee consideration.
 - Liam Frost responded that RPOC was charged with reviewing and refining Metro Council-endorsed proposals rather than generating entirely new frameworks.
- Comment: Mayor Buck, City of Lake Oswego, presented a letter endorsed by the Metropolitan Mayors' Consortium recommending a regional outcome measure addressing unsheltered homelessness, a complementary measure focused on housing stability and prevention, and recognition of city contributions to homelessness response efforts.
 - Chair González stated he would review the proposal in more detail and requested it be distributed to all committee members.
- Comment: Commissioner Singleton, Multnomah County, expressed concern regarding side conversations and requested information be distributed uniformly to all committee members.
 - Chair González agreed and emphasized the importance of transparency and clear communication.
- Comment: Mindy Stadtlander, Health Share of Oregon, stated there was currently nothing in the package that would cause her to oppose it in August. She requested baseline data, budget information, and additional discussion regarding outcomes for populations with complex behavioral health needs. She stated the committee should not abdicate responsibility for broader homelessness outcomes even when those measures are categorized as KEIs.
- Comment: Angela Martin, HereTogether, expressed concern that proposals submitted by committee members and external stakeholders have not been deliberated by the committee itself. She requested the creation of a formal process allowing committee members to discuss submitted proposals before voting. She stated the current framework measures

outcomes but does not measure the health of the underlying system, including factors such as workforce retention and organizational capacity.

- Chair González acknowledged the concern and stated Metro would evaluate possible procedural changes.
- Comment: Sahan McKelvey, Coalition of Communities of Color, agreed that the multi-month process should more visibly demonstrate how committee feedback has influenced revisions. He stated that future drafts should show progression and incorporation of recommendations. He expressed concern that current measures do not capture individuals who unsuccessfully attempt to access service. He advocated for inclusion of qualitative user experience measures and mobility outcomes rather than focusing solely on housing retention.
- Comment: Zoila Coppiano, Community Action, stated she appreciated incorporation of feedback regarding prevention and demographics. She requested that dashboard reporting allow analysis by population group and warned against allowing averages to obscure disparities. She stated reporting should explain why goals are or are not achieved and help inform future policy decisions.
- Question: Commissioner Singleton, Multnomah County, sought clarification regarding whether housing retention measures would include both permanent supportive housing and rapid rehousing.
 - Yesenia Delgado confirmed both would ultimately be included.
- Comment: Commissioner Singleton, Multnomah County, also requested future discussions connecting housing production efforts with homelessness response planning

4.2 SHS reform: Continuous Quality Improvement (CQI) framework

Yesenia Delgado and Cole Merkel introduced the Continuous Quality Improvement (CQI) reform framework. Cole shared that the CQI as an ongoing, data-driven process for system improvement. He stated that existing CQI approaches including Lean, Six Sigma, Plan-Do-Study-Act, and other models. He shared examples from Hawaii and Raleigh, North Carolina. The plan is to continue researching, landscape analysis, stakeholder engagement, and eventual framework development for Metro Council consideration.

Q&A and Discussion

- Comment: Andrew Rowe, Portland Metro Chamber, thanked Metro Council and staff for advancing CQI. He cited examples already occurring regionally, including the Psychiatric Hospital to Housing Pilot. He stated that successful CQI implementation depends more on adoption and management than selection of a specific framework. He also advocated for a

dedicated CQI work group, regional training and technical assistance, development of a regional center of excellence, and use of CQI as the implementation framework for broader system reforms.

- Comment: Commissioner West, Clackamas County, suggested CQI could help address public concerns regarding financial oversight, provider accountability, transparency, and stewardship of public funds. He stated efficiency, accountability, transparency, and responsible resource use should be guiding principles within CQI work.
- Comment: Zoila Coppiano, Community Action, stated CQI's value lies in the culture it creates. She emphasized the importance of continuous learning, collaboration, transparency, and using data to improve systems rather than merely evaluate them. She stated successful CQI requires understanding and participation at every level of an organization.
- Question: Mike Savara, Oregon Housing and Community Services, questioned whether the committee should focus on selecting frameworks or on identifying priority system challenges for CQI application. He encouraged Metro to focus efforts where counties and providers perceive real need and suggested future conversations focus on responsibilities, structure, and accountability.
- Comment: Angela Martin, HereTogether, stated the committee's role should focus on whether to invest in CQI and how pilot projects should be supported rather than deciding among technical methodologies. She suggested funding demonstration projects that test CQI approaches and allow local entities to propose solutions.
- Comment: Mayor Wilson, City of Portland, stated CQI is fundamentally about reducing waste and variation. He suggested the region should ensure goals are time-bound and measurable to avoid repeating issues associated with prior SHS goals.
- Comment: Mindy Stadtlander, Health Share of Oregon, encouraged Metro to focus on CQI tools rather than framework branding and suggested using CQI to reduce administrative burden and improve coordination across systems.
- Comment: Commissioner Singleton, Multnomah County, stated that Regional Long-term Rental Assistance (RLRA) may currently be the only truly regional system component and questioned whether the broader homelessness response system currently operates regionally. She also clarified that financial irregularities discussed earlier had been identified through county fiscal monitoring rather than whistleblowers and stated CQI should remain focused on improvement rather than financial investigations.
- Question: Mayor Buck, City of Lake Oswego, questioned whether CQI implementation is best addressed regionally or by counties individually and expressed concern regarding creation of an RPOC subcommittee dedicated to CQI.

- Comment: Commissioner Willey, Washington County, stated he did not yet understand how CQI fits alongside goals, KPIs, and KEIs and questioned how SHS-funded resources would support CQI activities.
- Comment: Sahan McKelvey, Coalition of Communities of Color, stated that regardless of the model selected, stakeholders must fully commit to implementation rather than adopt partial approach and cautioned against piecemeal adoption and stressed the importance of organizational commitment.
- Comment: Adam Brown, Multnomah County, suggested CQI should include a framework for evaluating the relative value of investments, determining whether programs achieve intended outcomes, and helping decision-makers discontinue ineffective investments.
- Comment: Mayor Beaty, Cities of Washington County, stated she has experience with CQI in healthcare settings but believes the committee needs more information regarding costs, funding sources, and implementation responsibilities before deciding how to proceed.

5. Public Communication on Agenda Items

No public comment was received.

6. Closing & Next Steps

Next steps include:

- Metro staff to create a matrix on how the proposed regional KPIs align with other county and city KPIs.
- Chair González committed to evaluating options for additional deliberation prior to the August vote.
- Next meeting: Wednesday, August 12, 2026 | 3 to 6 p.m.

7. Adjourn

The meeting adjourned at 5:53 p.m.

Respectfully Submitted,

Finnegan Budd

Housing Department Program Assistant