

BEFORE THE METRO COUNCIL

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)	ORDINANCE NO. 25-1539 Introduced by Council President Lynn Peterson
--	--

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.

Lynn Peterson, Council President

Attest:

Georgia Langer, Recording Secretary

Approved as to Form:

Carrie MacLaren, Metro Attorney

EXHIBIT A to ORDINANCE 25-1539

2.19.280 Supportive Housing Services Regional Policy and Oversight Committee

- (a) **Committee Established.** A 22-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	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	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

Date: Nov. 30, 2025

Department: Housing

Meeting Date: Dec. 4, 2025

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

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 TCBP'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 TCBP 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 TCBP, 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)

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 TCBP 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 TCBP members, and representation ensuring geographic diversity
- Voting members may include a designated alternate

10 Elected Officials
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
8 Non-Elected Leaders
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
3 Ex-officio Members
1 State department representative (<i>OHCS</i>)
1 TriMet representative
1 Housing provider representative (<i>CDC; Housing Authority</i>)