

Council work session agenda

Tuesday, March 4, 2025 **10:30 AM** **Metro Regional Center, Council chamber,**
<https://zoom.us/j/615079992> (Webinar ID:
615079992) or 888-475-4499 (toll free)

This work session will adjourn to a Council meeting.

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). Start times for agenda items are estimates.

10:30 Call to Order and Roll Call

Work Session Topics:

10:30 Supportive Housing Services FY24 Regional Annual Report [25-6207](#)

Presenter(s): Patricia Rojas, Housing Director
Yesenia Delgado, Supportive Housing Services Manager
Dr. Mandrill Taylor, Supportive Housing Services Oversight
Committee Co-Chair

Attachments: [Staff report](#)
[Attachment 1 - SHS Oversight Committee Transmittal Letter](#)
[Attachment 2 - SHS FY24 Regional Annual Report](#)

11:30 82nd Avenue Steering Committee Locally Preferred Alternative **25-6208**

Presenter(s): Kelly Betteridge, Investment Areas Manager
Melissa Ashbaugh, Senior Transportation Planner
Brian Harper (he/him), Principal Regional Planner

Attachments: Staff Report
Attachment 1 - 82nd Ave Draft LPA Language and Map
Attachment 2 - 82nd Ave Public Engagement Summary
Attachment 3 - 82nd Ave Equitable Development Strategy

11:45 Chief Operating Officer Communication

11:50 Councilor Communication

11:55 Adjourn to Council meeting

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Supportive Housing Services FY24 Regional Annual Report
Work Session Topic

Metro Council Work Session
Tuesday, March 4, 2025

SUPPORTIVE HOUSING SERVICES FY24 REGIONAL ANNUAL REPORT

Date: February 13, 2025

Department: Housing

Meeting Date: March 4, 2025

Prepared by:

Breanna Hudson, *Supportive Housing Services Program Manager*,

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Alice Hodge, *Council Liaison*,

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Presenters:

Patricia Rojas, *Housing Director*

Yesenia Delgado, *Supportive Housing Services Manager*

Dr. Mandrill Taylor, *Supportive Housing Services Oversight Committee Co-Chair*

Length: 60 minutes

ISSUE STATEMENT

The Supportive Services Regional Oversight Committee will present the Supportive Housing Service's (SHS) third regional annual report. This report provides an overview of implementation progress, assesses performance, highlights successes and challenges, and includes the committee's recommendations for fiscal year 2023-2024. The report also includes a progress update on the SHS regional outcomes metrics included in the SHS Work Plan.

SHS has reached an important turning point. The challenges of the first few years of rapid program development and implementation are largely resolved, shifting the focus to building a stable, sustainable system of care.

The oversight committee identified specific opportunities for improvement and a comprehensive package of recommendations to strengthen SHS's impact in this next phase of implementation.

SHS regional report highlights for 2023-2024

- Approximately 2,800 households served through permanent supportive housing.
- Ninety-two percent (92%) of households placed in permanent supportive housing remained housed 12 months later.
- People of color made up 59% of those served by SHS-funded housing placements and homelessness preventions.
- Counties invested \$234 million in contracts with 103 service providers.
- Counties paired SHS funding with Metro Affordable Housing Bond-funded housing projects to create 348 units of permanent supportive housing

SHS implementation challenges

- **Growing need:** Broader systemic factors continue to push people out of their homes faster than SHS-funded programs can help keep people housed and prevent homelessness.
- **Competing priorities:** As we enter the next phase of implementation, we will need to make tough decisions about resource allocations to ensure the SHS fund achieves its goals and racial equity commitments.
- **Financial oversight:** Data reporting by counties has improved in quality and consistency, but key gaps remain that limit the Committee's ability to provide effective oversight of the SHS fund.
- **Regional evaluation:** Regional data collection and reporting have improved, but more work is needed to create an effective framework to evaluate the SHS fund's regional impact.

Committee recommendations

- **Data integrity and evaluation:** Providing transparency and accountability to voters requires regionally consistent data. Metro and the counties should work collaboratively and with urgency to continue to align financial and programmatic data reporting. This includes, but is not limited to, addressing the challenges preventing consistent reporting on the Population A/B financial split. Metro and the counties will also need to work collaboratively toward shared operationalization of the definitions in the SHS work plan for critical program components such as Population A and permanent supportive housing.
- **Provider partnerships:** The region's nonprofit and community-based organizations are the backbone of the SHS fund's success. SHS jurisdictional partners and the tri-county planning body should work to advance critical strategies that will support the capacity and stability of these organizations, with a particular focus on small, emerging and culturally specific providers.
- **Regional priorities:** The SHS fund has supported a significant expansion in regional resources to address homelessness, but these resources will not be sufficient to meet the need. As we move into the next stage of SHS implementation, in the near term, Metro Council should convene stakeholders to develop a clear articulation of regional priorities to ensure we are using SHS resources as strategically as possible to achieve the goals and racial equity commitments set forth in the SHS measure. This includes resolving how to allocate SHS funds between different priorities such as homelessness prevention, emergency shelter and permanent supportive housing.
- **Oversight and accountability:** Appropriate levels of oversight and accountability are essential to ensure effective stewardship of tax dollars. As we enter the next phase of SHS implementation, it is critical for Metro and the Committee to be able to effectively monitor progress, measure impact and perform their oversight and

accountability roles. The Committee, through Metro staff, should be empowered to conduct core oversight functions in alignment with funder best practices.

- **Jurisdictional partnerships and decision making:** The development of a cohesive regional system of care requires effective coordination between the three counties and Metro. Further work is needed to clarify the roles and relationships between Metro and the counties and how decisions are made. This includes clarifying who makes what decisions, what is the process for making decisions and how is input incorporated into the final decision. Improved decision making is particularly needed in relation to the development and implementation of regional definitions and standards as well as reporting and monitoring tools and requirements.

ACTION REQUESTED

No Council action is requested at this time.

IDENTIFIED POLICY OUTCOMES

- Metro Council has strong awareness of implementation progress, challenges and opportunities for Supportive Housing Services, as well as opportunities to further improve outcomes.
- Metro Council considers the Supportive Housing Services Regional Oversight Committee's recommendations to improve program outcomes and inform discussions of potential program reforms and extension.

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Council may consider the recommendations from the Supportive Housing Services Regional Oversight Committee or choose other courses of action to address the challenges and opportunities identified in the annual report.

STAFF RECOMMENDATIONS

Staff recommend that Metro Council accept the Committee's recommendations and provide direction to staff to implement the recommendations.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

The purpose of the Supportive Housing Services Regional Oversight Committee is to provide independent program oversight on behalf of the Metro Council to ensure that investments achieve regional goals and desired outcomes and to ensure transparency and accountability in Supportive Housing Services program activities and outcomes.

The SHS Regional Oversight Committee is charged with the following duties:

- Evaluate Local Implementation Plans, recommend changes as necessary to achieve program goals and guiding principles and make recommendations to Metro Council for approval;
- Accept and review annual reports for consistency with approved Local Implementation Plans and regional goals;

- Monitor financial aspects of program administration, including review of program expenditures; and
- Provide annual reports and presentations to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners assessing performance, challenges and outcomes.

On October 31, 2024, the Intergovernmental Agreement deadline, Metro received annual progress reports from the three local implementation partners, Clackamas, Multnomah and Washington counties. The Committee reviewed local progress through those reports, analysis from staff and presentations from each implementing partner and Metro staff. County partners provided presentations to the Committee in November of 2024. Between December and February, Metro staff engaged the SHS Regional Oversight Committee to analyze report data, deliberate on regional progress and performance, and prepare a regional report with recommendations to improve implementation and strengthen oversight and public transparency.

The regional report includes:

- A transmittal letter from the Committee covering key highlights, challenges, and their recommendations;
- An overview of year three progress;
- A summary of the following bodies of work across the region:
 - housing and services,
 - populations served,
 - provider partnerships,
 - capacity building,
 - cross-sector work,
 - regional coordination;
- Progress in advancing racial equity;
- Assessment of annual work plan performance;
- Review for consistency with local implementation plans; and
- A financial review of FY 2023-24.

BACKGROUND

Approval of Measure 26-210 created a new tax that funds a regional system of care governed by four jurisdictions: Metro, and Clackamas, Multnomah and Washington counties. The tax took effect in January 2021 and will expire in 2031 unless reauthorized by voters.

In December 2020, the Metro Council adopted a SHS Work Plan to guide implementation. The Work Plan defines the fund's guiding principles, racial equity goals, priority populations, service areas, accountability structures and funding allocations.

Within the framework of the regional Work Plan, each county's specific SHS investments and activities are guided by local implementation plans informed by community engagement and approved by Metro Council in spring 2021.

SHS implementation is guided by the following regionally established principles:

- Strive toward stable housing for all.
- Lead with racial equity and work toward racial justice.
- Fund proven solutions.
- Leverage existing capacity and resources.
- Innovate: evolve systems to improve.
- Demonstrate outcomes and impact with stable housing solutions.
- Ensure transparent oversight and accountability.
- Center people with lived experience, meet them where they are, and support their self-determination and well-being.
- Embrace regionalism: with shared learning and collaboration to support systems coordination and integration.
- Lift up local experience: lead with the expertise of local agencies and community organizations addressing homelessness and housing insecurity.

Since the measure's passage, Metro Council has taken the following actions to direct implementation of the program:

- Creation and appointment of the **SHS Regional Oversight Committee**, to provide program oversight on behalf of the Metro Council;
- Approval of the **SHS Work Plan**, which provides an operational framework for the program;
- Approval of **local implementation plans** for all three of Metro's local implementation partners, as part of **intergovernmental agreements** which lay out the terms and conditions upon which Metro will disburse tax funds to local implementation partners; and
- Creation and appointment of the **Tri-County Planning Body** to strengthen coordination and alignment of program implementation across the Metro region.
- Review and approve recommendations presented by the **SHS Regional Oversight Committee** in the FY21-22 and FY22-23 regional annual report.
- As required by the SHS Metro Work Plan, Counties must submit an annual report to the SHS Regional Oversight Committee and Metro Council as part of an annual review process. As stated in the Metro Work Plan section 5.3 the Regional Oversight Committee summarized its progress and outcomes under the Local Implementation Plan, including:
 - A full program accounting of investments or a financial report;
 - Reporting on required outcome metrics; and
 - An equity analysis incorporated into all facets of the report, including reporting on the success or failure of racial inequity mitigation strategies and steps being taken to improve racial equity outcomes.

ATTACHMENTS

- Attachment 1--Supportive Housing Services Oversight Committee Transmittal Letter
- Attachment 2--Supportive Housing Services FY24 regional annual report

For work session:

- Is legislation required for Council action? **No**
- If yes, is draft legislation attached? **No**
- What other materials are you presenting today? **None**

Memo

Date: February 10, 2025

To: Metro Council

From: Supportive Housing Services Regional Oversight Committee

Subject: Regional annual report for July 1, 2023-June 30, 2024

A report to the Metro Council and the community from the Supportive Housing Services Regional Oversight Committee

Greater Portland faces a widespread housing and homelessness crisis that is impacting communities across our region. Having a stable place to call home is a fundamental human need, but for tens of thousands of our neighbors, stable housing is increasingly out of reach. Incomes in the greater Portland area are not keeping up with rising rents, and the region's affordable housing supply has not kept up with demand. Insurmountable housing costs are a major contributor to evictions, which have risen sharply in recent years. For households facing housing instability, additional challenges such as a job loss, health crisis, lack of support networks or significant unforeseen costs can lead to homelessness.

In May 2020, voters in greater Portland took a historic step to address this crisis by approving a significant new funding source to support housing access and stability for people across our region. The supportive housing services fund, or SHS fund, reflects voters' commitment to address a problem that has been decades in the making due to chronic underinvestment in systems of care to meet community needs. It provides an unprecedented infusion of flexible resources that expands the region's capacity to meet the needs of people experiencing housing insecurity, with the goal of connecting at least 5,000 households experiencing prolonged homelessness with permanent supportive housing and stabilizing at least 10,000 households experiencing short-term homelessness or at risk of homelessness in permanent housing.

The Supportive Housing Services Regional Oversight Committee is tasked with monitoring the implementation of the SHS fund on behalf of the region's voters. Since the SHS fund's launch in July 2021, the committee has received quarterly and annual reports from Clackamas, Multnomah and Washington counties, which we have reviewed for consistency with the counties' approved local implementation plans, annual work plans and SHS regional goals. We have also received quarterly and annual reports on Metro's administration of the SHS fund. We have worked to promote accountability to voters and address implementation challenges, and we have made recommendations in an effort to strengthen the SHS fund's impact.

Our third annual regional report for the SHS fund covers the period from July 1, 2023 through June 30, 2024. The report provides a formal assessment of counties' performance, challenges and outcomes in year three of the fund's implementation. This memo highlights some of the key achievements that are summarized in more detail in the

report. It also identifies several critical challenges that will need to be monitored and addressed to continue the SHS fund's forward momentum.

Based on this assessment, along with our ongoing monitoring of performance to date, we believe that SHS implementation has reached a critical inflection point. **The growing pains of the first few years of implementation have been largely overcome, and the initial difficulties associated with rapid ramp up have transitioned to the challenges of building a stable and sustainable system of care.** Our 2025 recommendations to Metro Council aim to strengthen the SHS fund's impact as we move into this new phase of implementation.

KEY HIGHLIGHTS

The results from the SHS fund's first three years of implementation demonstrate the promise of this historic investment in our region's homelessness response system. This section summarizes key accomplishments from the period that is the focus of the report, July 2023 through June 2024, though it is important to note that SHS implementation has continued to advance and evolve in the months since then.

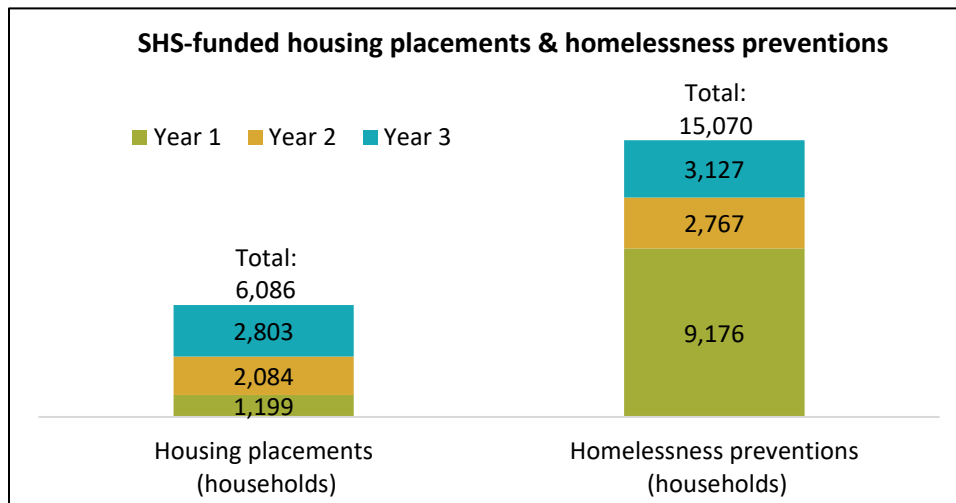
Permanent supportive housing capacity

The SHS fund prioritizes solutions for people with disabilities experiencing prolonged homelessness through investments in permanent supportive housing, which pairs rent subsidies with ongoing access to services to support housing stability.

SHS-funded services and rent assistance supported 4,055 units of permanent supportive housing across the region through June 2024, including 1,006 units added in year three. Once these units are fully leased up, they will be able to house 49 percent of the estimated households currently in need of this level of support.

Housing placements and homelessness preventions

In the first three years of implementation, SHS-funded programs placed 6,086 households (9,817 people) experiencing or at risk of homelessness in permanent housing and prevented 15,070 households (23,902 people) from losing their housing.



Housing placements listed for each year represent new placements.

In year three, this included:

- **Permanent supportive housing:** 1,253 households (2,028 people) placed in permanent supportive housing for people experiencing prolonged homelessness
- **Rapid rehousing:** 1,347 households (2,503 people) placed in permanent housing through short- and medium-term rent assistance and services
- **Other permanent housing:** 203 households (244 people) placed in other types of permanent housing
- **Homelessness preventions:** 3,127 households (7,520 people) prevented from losing their homes through rent assistance and eviction prevention services

One of the key tools supporting the SHS fund's housing placements is the **regional long-term rent assistance** program, which provides rent subsidies for permanent supportive housing as well as other types of housing placements. Over the first three years of implementation, 3,132 households (5,179 people) were housed through this SHS-funded program, including 1,180 households newly leased up in year three.

Once households make the transition from homelessness into housing, SHS funding continues to provide rent subsidies and case management as needed to support housing stability. **Housing retention rates** from year three show that an average of 92% of households placed in permanent supportive housing remained housed 12 months later.

SHS funding also created or sustained 1,430 **emergency shelter** beds/units in year three, providing 2,698 households (3,828 people) experiencing homelessness with interim stability and support.

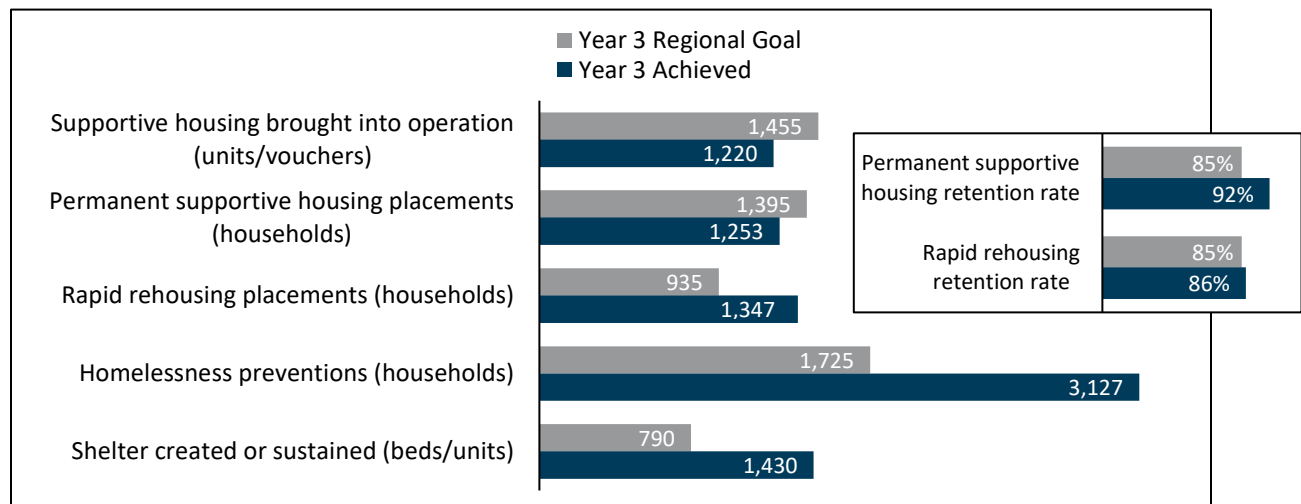
Advancing racial equity

The SHS fund is guided by a commitment to lead with racial equity by improving access to services for communities of color disproportionately impacted by housing instability and homelessness. Data from year three demonstrate that **people of color are accessing**

SHS-funded services at higher rates than their representation in the region’s homeless population: people of color represent 28 percent of the region’s homeless population and 59 percent of SHS-funded housing placements and homelessness preventions. Housing retention rates for people of color in SHS-funded housing placements are also equal or better than the retention rates for non-Hispanic whites.

Year three work plan progress

The counties exceeded their combined year three work plan goals for rapid rehousing placements, retention rates, homelessness preventions and shelter units. They achieved 84 percent of their combined goal for supportive housing brought into operation and 90 percent of their combined goal for supportive housing placements. They also made significant progress on qualitative goals related to racial equity and capacity building.



Provider partnerships

The SHS fund’s achievements would not be possible without the on-the-ground work of more than a hundred nonprofit and community-based organizations that serve as the backbone of SHS implementation. **Counties contracted with 103 providers to deliver SHS services in year three, with contracts totaling \$234.4 million.** This includes contracts with 19 culturally specific organizations totaling \$42.1 million. The counties’ partnerships with culturally specific providers nearly doubled between years one and three, and the total value of their contracts was more than five times greater.

Capacity building

Counties increased their capacity building supports to providers in year three, funding technical assistance and capacity building grants, providing expanded access to trainings and implementing strategies to address workforce challenges. **All three counties made improvements to contract administration practices to reduce invoice processing times and alleviate administrative and financial burdens for contracted providers.** They also strengthened contract monitoring and performance evaluation processes to support accountability and continuous improvement.

Cross-sector alignment

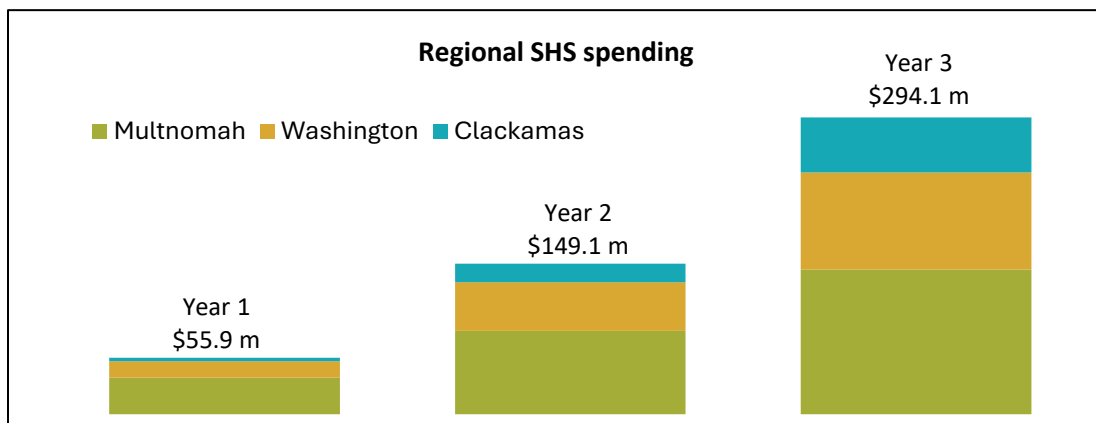
SHS funding has leveraged cross-sector resources and partnerships that are critical to building an effective regional homelessness response infrastructure. **The integration of SHS-funded supportive services and rent assistance with Metro affordable housing bond-funded capital investments has created 348 new permanent supportive housing units.** Counties have also used SHS funding to implement cross-sector initiatives and service integration in partnership with behavioral health, healthcare, community justice, workforce, housing and other systems.

Regional coordination

The tri-county planning body, or TCPB, worked with Metro, the counties and other partners in year three to develop implementation strategies for six regional goals focused on landlord recruitment, healthcare system alignment, employee recruitment and retention, coordinated entry, training and technical assistance. **The first approved TCPB strategy directs \$8 million to support a menu of interventions to increase participation from landlords in SHS housing programs.** Metro's new regional capacity team partnered with the counties to develop regional training and technical assistance programs to support nonprofit providers. The counties and Metro also coordinated in year three to advance regional health and housing integration strategies, further align regional data collection and reporting, negotiate a data sharing agreement to facilitate regional evaluation that will launch in 2025, coordinate implementation of regional long-term rent assistance and share best practices.

Spending

Total SHS spending by the counties nearly doubled between years two and three, even though tax collections in year three were slightly lower than the previous year. **County spending was equivalent to 95 percent of the tax revenue collected in fiscal year 2023-24** and represented 45 percent of the total available resources including carryover from previous years. The remaining 55 percent of carryover funds have now been fully committed, and counties anticipate fully spending SHS resources in future years to meet current commitments and ongoing program costs.



CHALLENGES

The first three years of SHS implementation focused on rapid development and scaling up of the region's homeless services infrastructure. The next stage of implementation will focus on building a stable and sustainable regional system of care. As we transition into this next stage, we will need to address several key challenges.

Growing need

The impact of SHS housing placements and preventions is being outpaced by growing need as broader systemic factors continue to push more people out of their homes. The counties' inflow and outflow data show that in every county more households are entering homelessness in an average month than the number of households placed into housing. **Across the region, for every 10 households who exited the homeless services system to permanent housing in year three, 15 new households entered the system.** The number of households in need of permanent supportive housing across the region has increased by more than 20 percent since SHS launched, even after accounting for the thousands of households that SHS-funded programs have already housed. The need for eviction prevention services has also increased, while pandemic-era federal assistance has become more limited.

Competing priorities

As we move into the next phase of implementation, **we will need to make difficult decisions about resource allocations to make sure the SHS fund achieves its goals and racial equity commitments.** This includes determining the right balance between competing priorities, such as preventing homelessness through eviction prevention services, managing homelessness by increasing emergency shelter capacity, or creating pathways out of homelessness by investing in permanent supportive housing. These decisions should be informed by a comprehensive understanding of how SHS fits within the context of other available resources, the totality of needs and the areas with the greatest gaps. **However, no entity is currently responsible for compiling and analyzing that information, making it difficult to get a full picture of the overall system needs and gaps.**

Financial oversight

Improvements have been made in the quality and consistency of counties' data reporting, but **key gaps remain that undermine the committee's ability to provide effective oversight of the SHS fund.** The most critical gap is in the reporting on expenditures by Population A and B. Since the start of SHS implementation, there was a recognition by all parties that consistent reporting on spending by Population A and B would take additional time, as it required that Metro develop a consistent methodology with the three counties. This information therefore was not provided by the counties in their year one reports. For year two, the committee was not able to conduct regional analysis of the counties' submitted data due to variances in reported service types, data availability and methodologies. In preparation for the year three reports, Metro staff provided a financial

reporting template and detailed guidance for reporting on Population A and B expenditures. The counties' year three reports included more robust data, but there were still inconsistencies in service type categories, allocation methodologies, assumptions and definitions that undermined regional analysis. Work is underway to address these issues, but the delay in providing consistent, regionwide information on Population A/B expenditures has undermined the transparency and accountability that voters deserve.

Regional evaluation

While some progress has been made to strengthen regional data collection and reporting, **it is essential that additional work is completed in the near term to develop an effective framework for regional evaluation of the SHS fund's impact.** The four jurisdictions do not share consistent interpretations of some of the key concepts and program components in the SHS work plan, making it difficult to roll up county-level data into a comprehensive analysis of progress toward the SHS fund's numerical goals. Differences in the methodologies and comparison data used for the counties' annual equity analyses make it difficult to conduct a regional analysis based on each county's findings. The regional outcome metrics in the SHS work plan also do not provide a clear framework or methodology for measuring the achievement of the 10-year regional goals. The counties' local implementation plans provide high-level guidance for SHS implementation, but they do not offer consistent or comprehensive metrics for measuring ongoing progress. As the SHS fund enters the next phase of implementation, having an effective regional framework for evaluating progress will be essential to guide effective stewardship of the fund into the future.

RECOMMENDATIONS

The oversight committee issued a comprehensive package of recommendations in March 2024 to strengthen SHS implementation. Most of these recommendations are multi-year bodies of work. While Metro is responsible for coordinating implementation, many partners, including the counties, service providers and the tri-county planning body are engaged in carrying this work forward. Exhibit C summarizes progress to date on these recommendations and identifies the entities responsible for moving forward the remaining tasks. Over the upcoming year, the oversight committee will continue to monitor and support the work that is underway to further advance each of the recommendations.

Our 2025 recommendations to Metro Council focus on several critical issues that will affect the long-term success of the SHS fund's implementation:

1. Data integrity and evaluation

Providing transparency and accountability to voters requires regionally consistent data. Metro and the counties should work collaboratively and with urgency to continue to align financial and programmatic data reporting. This includes, but is not limited to, addressing the challenges preventing consistent reporting on the Population A/B financial split.

Metro and the counties will also need to work collaboratively toward shared operationalization of the definitions in the SHS work plan for critical program components such as Population A and permanent supportive housing.

As we move into the next phase of implementation, further work is needed to develop clear frameworks for evaluating progress toward the regional 10-year goals and the SHS fund's commitments to advancing racial equity. This will require updates and refinements to the regional outcome metrics in the SHS work plan and the development of consistent methodologies and comparison data for county and regional racial equity analyses. Updates to the counties' local implementation plans should also be considered to provide more consistent and comprehensive frameworks to guide ongoing implementation and measure each county's progress toward the regional goals.

2. Provider partnerships

The region's nonprofit and community-based organizations are the backbone of the SHS fund's success. SHS jurisdictional partners and the tri-county planning body should work to advance critical strategies that will support the capacity and stability of these organizations, with a particular focus on small, emerging and culturally specific providers. This includes:

- Engaging providers as full partners in SHS planning and decision making
- Expediting the development and implementation of regional strategies to provide equitable and livable wages for all frontline workers
- Continuing to improve counties' contract administration practices to address challenges related to payment delays and cash flow issues
- Improving contract administration consistency across all three counties to ensure alignment
- Building on promising practices to expand and institutionalize advance payments, multi-year contracts with annual rate increases and capacity building investments

3. Regional priorities

The SHS fund has supported a significant expansion in regional resources to address homelessness, but these resources will not be sufficient to meet the need. As we move into the next stage of SHS implementation, in the near term Metro Council should convene stakeholders to develop a clear articulation of regional priorities to ensure we are using SHS resources as strategically as possible to achieve the goals and racial equity commitments set forth in the SHS measure. This includes resolving how to allocate SHS funds between different priorities such as homelessness prevention, emergency shelter and permanent supportive housing.

This discussion must bring together counties, service providers and other stakeholders to learn about how counties are approaching these difficult decisions and engage in shared decision making about regional priorities. It should be rooted in the values and guiding principles articulated in the counties' local implementation plans and the Metro SHS work

plan and informed by input from the service providers doing the on-the-ground work to implement SHS. It should also be grounded in an understanding of how SHS fits within the context of other available funding and where there are the greatest needs and gaps. To facilitate this conversation, Metro and the counties should ensure that comprehensive and consistent data are readily available to support data-informed decision making.

4. Oversight and accountability

Appropriate levels of oversight and accountability are essential to ensure effective stewardship of tax dollars. As we enter the next phase of SHS implementation, it is critical for Metro and the oversight committee to be able to effectively monitor progress, measure impact, and perform their oversight and accountability roles. The oversight committee, through Metro staff, should be empowered to conduct core oversight functions in alignment with funder best practices. This includes performing monitoring, evaluation and compliance activities on a regular basis. Data and updates from these oversight activities should be provided to the oversight committee and Metro Council so they have the necessary information to operationalize their charge. Metro should have mechanisms to take corrective action as needed based on its performance monitoring to ensure regional accountability to the goals and commitments in the SHS work plan.

5. Jurisdictional partnerships and decision making

The development of a cohesive regional system of care requires effective coordination between the three counties and Metro. Further work is needed to clarify the roles and relationships between Metro and the counties and how decisions are made. This includes clarifying who makes what decisions, what is the process for making decisions and how is input incorporated into the final decision. Improved decision making is particularly needed in relation to the development and implementation of regional definitions and standards as well as reporting and monitoring tools and requirements. This requires a reassessment of the decision-making and reporting processes laid out in the counties' intergovernmental agreements with Metro and updates to these processes to support more effective decision making and oversight moving forward. This reassessment should be a priority and should happen in the near term.

Effective regional coordination must be rooted in mutual trust and respect between Metro and the counties; the clarification of decision-making processes should include a shared commitment to dialogue and mutual listening to facilitate those relationships. The oversight committee recommends that collaborative efforts to shape the processes and requirements of the SHS measure are consistently used. The committee requests that a framework for decision making be agreed upon by the counties and Metro with a process that ensures the committee itself can enact decisional authority on key topics relating to the oversight of the SHS fund.

Next steps

The oversight committee charges Metro staff with developing a work plan for moving forward these recommendations over the upcoming year, with a timeline that reflects the

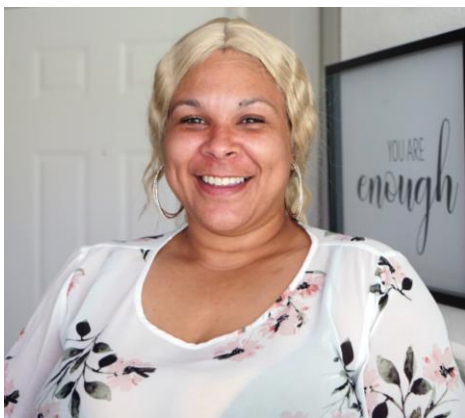
urgency of these priorities. The annual work plan should also include Metro's plans for advancing the elements from the committee's previous recommendations that are multi-year bodies of work and have not yet been completed. Metro should facilitate a process for the committee to assess, update and re-prioritize these previous recommendations to inform the development of the new work plan.

To support the committee's oversight role, we ask Metro to provide regular reports on annual work plan progress so that the committee can monitor the work happening across the region to move forward our recommendations.

TRANSFORMING LIVES

Behind the numbers in this report are thousands of people in our region whose lives have been transformed by the housing and services made possible through the SHS fund.

Metro and the counties have shared many moving stories of community members supported by SHS-funded programs, like Nicole in Washington County:



Nicole is a survivor of domestic violence and human trafficking from a young age. Originally from Eugene, she came to Portland with some friends who left her stranded. She stayed at a women's shelter for about three months before connecting with Washington County's SHS-funded rapid rehousing program. From there it was only a week between getting her first call from her case worker Amanda, with the Urban League, and moving into her new home in Beaverton.

At age 34, Nicole is living alone for the first time in her life. "It means more than life itself," she explained. "This program has done more for me than people will ever know." The apartment is more peaceful than other places she's lived, many of which weren't in a good neighborhood or environment. The apartment windows look out onto a little creek and Nicole finds the water relaxing. Home finally feels like a sanctuary: "Once I close the door, everything out there is out there and it's not here."

Amanda helps with necessities like furniture and food boxes, along with providing support and encouragement. "It's easy to feel like a statistic, but Amanda makes you more than a statistic; she makes you a success story, and she goes above and beyond to do so."

Now that Nicole has a safe, stable place to live, she's able to process and heal from a lifetime of trauma and living in survival mode. She plans to go back to school and ultimately would like to start a nonprofit to help other people who have

experienced domestic violence and human trafficking. She wants to provide hope and a way out; she wants to be a light like Amanda has been for her.

Stories like Nicole's demonstrate the transformative potential of our region's commitment to invest in services that help people exit homelessness and transition into stable housing.

We are honored to have the opportunity to provide oversight for this important work and would like to thank Metro, the counties and especially the nonprofit and community-based organizations across the region working to implement SHS programs and services.

Thank you,

Supportive Housing Services Regional Oversight Committee members:

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Mandrill Taylor (Co-chair)

Jim Bane

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Cara Hash

Kai Liang

Jenny Lee

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Peter Rosenblatt



Supportive housing services

Regional annual report

July 1, 2023 – June 30, 2024

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Cover page images: top left: Hoa, senior case manager at Clackamas County's short-term rent assistance program; top right: Hazel Ying Lee Apartments in Southeast Portland, which includes SHS-funded permanent supportive housing; bottom left: Khwat yaka haws or Auntie's Place, a Milwaukie shelter operated by Native American Youth and Family Center (NAYA); bottom right: Chris and Miranda, employees on Cultivate Initiatives' Community Beautification team, a workforce development program in east Multnomah County for people experiencing homelessness.

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INTRODUCTION

In May 2020, voters in the greater Portland region approved Measure 26-210 to create a dedicated revenue stream for supportive housing services to address the region's homelessness crisis. The supportive housing services fund, or SHS, supports a continuum of services that help people find and keep safe and stable homes. The fund supplements existing local, state and federal resources to increase the region's capacity to meet the needs of people experiencing homelessness and housing insecurity.

The SHS fund has supported an unprecedented expansion of our region's homelessness response system. Metro, Clackamas, Multnomah and Washington counties and numerous nonprofit and community-based organizations are building the infrastructure for a regional system of care that will connect at least 5,000 households experiencing prolonged homelessness with permanent supportive housing and stabilize at least 10,000 households at risk of or experiencing homelessness in permanent housing over ten years.

This report provides an assessment of the SHS fund's third year of implementation, covering the period from July 1, 2023 through June 30, 2024. It includes:

- An overview of progress to date toward the SHS fund's regional goals
- A summary of SHS-funded housing and services in year three
- An analysis of populations served by SHS investments
- An assessment of counties' work to build a regional system of care through partnerships and capacity building with community-based organizations
- An overview of system development work including regional and cross-sector coordination
- Analysis of counties' progress to advance the SHS fund's racial equity goals
- An assessment of each county's performance in relation to its approved local implementation plan and annual work plan
- A financial review of year three budgets and expenditures

To put this assessment in context, it is important to understand the broader framework for the SHS fund's investments:

- The services funded by the SHS tax are just one component of the region's broader homeless services system. The information in this report focuses specifically on the activities and outcomes in fiscal year 2023-24 that were supported with SHS funding. SHS funding has significantly expanded the region's resources, but it represents only about 79 percent of the total funding that directly supported the region's homeless services programs in fiscal year 2023-24. The counties budgeted an additional \$172.2 million in local, state and federal funding in fiscal year 2023-24 that supported services and outcomes not featured in this report. The role of other funding is particularly significant in Multnomah County, where SHS represented 64 percent of total homeless services funding in fiscal year 2023-24; in Clackamas and Washington

counties, SHS represented more than 90 percent of total funding. In all three counties, funding from other sources complements and supplements SHS funding. For example, Clackamas County uses state and county resources to fund services in historically underserved rural areas outside of Metro's boundary.

- Homelessness is a complex issue that involves multiple systems of care. While the region's homeless services system plays a critical role in identifying people experiencing homelessness and connecting them with services, addressing the underlying conditions of people's homelessness and the larger housing crisis requires cross-sector alignment between homeless services, behavioral health, housing, community justice, workforce, healthcare and other related systems. SHS funding has leveraged partnerships and alignment across these sectors, but the success of SHS programs ultimately depends on all of these systems having sufficient resources and capacity to meet local needs.
- While SHS investments have increased our region's capacity to help people experiencing homelessness transition to stable housing, broader systemic factors continue to push more people out of their homes. The counties' inflow and outflow data show that for every 10 households who exited the region's homeless services system to permanent housing in year three, approximately 15 new households entered the system. The number of households in need of permanent supportive housing across the region has increased by more than 20 percent since SHS launched, even after accounting for the thousands of households that SHS-funded programs have already housed.
- Stemming the crisis of homelessness in our region will require policy and systems changes to address the underlying factors that cause people to lose their housing. These include high rents, insufficient housing supply, incomes that do not enable people to meet their basic needs and Oregon's failure to provide an adequate system of mental health and recovery support services. The impact of these factors is even greater for people of color due to the pervasive effects of institutional and systemic racism. Achieving an end to homelessness in our region will require comprehensive solutions that address these root causes.

SUPPORTIVE HOUSING SERVICES BACKGROUND

Approval of Measure 26-210 created a new tax that was projected to generate an average of \$250 million per year to fund a regional system of care implemented by four jurisdictions: Metro and Clackamas, Multnomah and Washington counties. The tax took effect in January 2021 and will expire in 2031 unless reauthorized by voters.

In December 2020, the Metro Council adopted a supportive housing services work plan to guide implementation. The work plan defines the fund's guiding principles, racial equity goals, priority populations, service areas, accountability structures and funding allocations.

Within the framework of the regional work plan, each county's specific SHS investments and activities are guided by local implementation plans informed by community engagement and approved by Metro Council in spring 2021.

Guiding principles

SHS implementation is guided by the following regionally established principles:

- Strive toward stable housing for all
- Lead with racial equity and work toward racial justice
- Fund proven solutions
- Leverage existing capacity and resources
- Innovate: evolve systems to improve
- Demonstrate outcomes and impact with stable housing solutions
- Ensure transparent oversight and accountability
- Center people with lived experience, meet them where they are, and support their self-determination and well-being
- Embrace regionalism: with shared learning and collaboration to support systems coordination and integration
- Lift up local experience: lead with the expertise of local agencies and community organizations addressing homelessness and housing insecurity

Leading with racial equity

People of color are overrepresented in the region's homeless population due to the impact of systemic, institutional and interpersonal racism. To account for and correct these disparities, the SHS fund is guided by a commitment to lead with racial equity by especially meeting the needs of communities of color who are disproportionately impacted by housing instability and homelessness. The fund aims to increase the availability of culturally specific services across the region, improve outreach and language access, and ensure that all SHS services are delivered in a manner that is anti-racist and culturally responsive. The fund is also designed to engage people of color in

planning and oversight of SHS services through significant representation on local and regional advisory bodies.

Priority populations

The SHS fund serves two primary populations:

- Population A, defined as people with extremely low incomes and one or more disabling conditions, and who are experiencing or at imminent risk of experiencing long-term or frequent episodes of literal homelessness
- Population B, defined as people who are experiencing homelessness or have substantial risk of experiencing homelessness

The SHS work plan requires that each county allocate 75 percent of SHS funds to services for Population A and 25 percent of SHS funds to services for Population B over the life of the measure.

The goal of this distribution of SHS investments is to build a system of care that fully addresses the needs of people experiencing prolonged homelessness, while also investing in programs that end and prevent episodic homelessness.

Service areas

SHS tax revenue is distributed to Clackamas, Multnomah and Washington counties to invest in local strategies to meet the needs in their communities. The three county governments work in partnership with nonprofit service providers and community-based organizations to develop and implement services based on priorities identified in counties' local implementation plans.

Eligible uses of SHS funding include:

- Outreach and engagement to connect people experiencing homelessness with available services and address their housing barriers
- Emergency shelter and transitional housing to provide people experiencing homelessness with interim stability and connect them with pathways to stable housing
- Housing navigation, placement and rent assistance to assist people in moving from homelessness to stable housing
- Housing retention case management to support people exiting homelessness to stabilize in and retain permanent housing
- Eviction prevention intervention, services and rent assistance to prevent people from losing their homes
- Wraparound supports including peer support services, workforce and employment services, legal services and connections to healthcare, mental health and recovery support services

Funding can also be used for capacity building and systems development to support program implementation, as well as administrative costs within applicable limits.

SHS funding is intended to work in tandem with other systems and investments. The fund was designed to strengthen the impact of the 2018 Metro affordable housing bond and other local, state and federal housing investments by providing the supports that people experiencing or at risk of homelessness need to find and stay in housing.

Similarly, because access to mental health and recovery support services is an essential element in addressing homelessness, SHS is designed to work in close alignment with the behavioral health system to connect people experiencing homelessness with clinical services and to link people accessing clinical services with housing. SHS is also designed to work in coordination with other related systems including the criminal justice, workforce and healthcare systems.

Accountability structure

Counties' SHS investments and activities are intended to be guided by their local implementation plans and the SHS work plan and led by designated agencies – Clackamas County's Housing and Community Development Division, Multnomah County's Joint Office of Homeless Services and Washington County's Department of Housing Services – with oversight by local community advisory committees and each county's board of commissioners.

The Metro Council appointed the Supportive Housing Services Regional Oversight Committee to provide regional oversight of the fund's implementation. The committee is charged with reviewing counties' quarterly and annual reports for consistency with approved local implementation plans and regional goals, monitoring financial aspects of program administration, assessing performance, and reporting to the Metro Council and each county's board of commissioners regarding the fund's challenges, successes and outcomes.

Funding allocations and requirements

As required by the voter-approved measure, SHS funding is allocated within the portions of Clackamas, Multnomah and Washington counties that are inside the Metro jurisdictional boundary in amounts proportionate to the tax revenue estimated to be collected from individuals in each county. Metro is responsible for distribution and oversight of SHS funding.

Metro's intergovernmental agreements with each county include specifications for budgets, administrative costs, use of funds, financial reporting, contingency funds, stabilization reserves and debt service. The oversight committee is charged with providing financial oversight of funding investments and expenditures.

PROGRESS TOWARD 10-YEAR GOALS

Metro's supportive housing services work plan defines the SHS fund's regional 10-year goals and includes a detailed set of outcome metrics related to the goals. This section provides an overview of the SHS fund's progress toward achieving these regional goals over the first three years of implementation. The outcome metrics in the SHS work plan do not provide a clear framework of baseline data and numerical targets for measuring the achievement of the regional goals. The assessment in this section focuses on a subset of the outcome metrics and includes additional contextual data to support an initial analysis of progress. Comprehensive data for the rest of the outcome metrics is provided throughout the report by topic. (See Exhibit B for a complete list of the outcome metrics with an index of where each outcome metric is located in the report.) Metro will work with the counties and the oversight committee over the upcoming year to refine the outcome metrics to provide a more complete framework for evaluating progress toward each of the regional goals.

Housing stability

People of color are overrepresented in the region's homeless population due to the cumulative impacts of systemic and institutional racism. Recognizing that to effectively reduce homelessness we must address these disparities, the SHS fund's housing stability goals are guided by a commitment to serve people of color at rates that account for and correct their disproportionate representation among those experiencing homelessness. The SHS work plan identifies three housing stability goals:

1. Housing equity is advanced by providing access to services and housing for Black, Indigenous and people of color at greater rates than Black, Indigenous and people of color experiencing homelessness.
2. Housing equity is advanced with housing stability outcomes (retention rates) for Black, Indigenous and people of color that are equal or better than housing stability outcomes for non-Hispanic whites.
3. The disparate rate of Black, Indigenous and people of color experiencing chronic homelessness is significantly reduced.

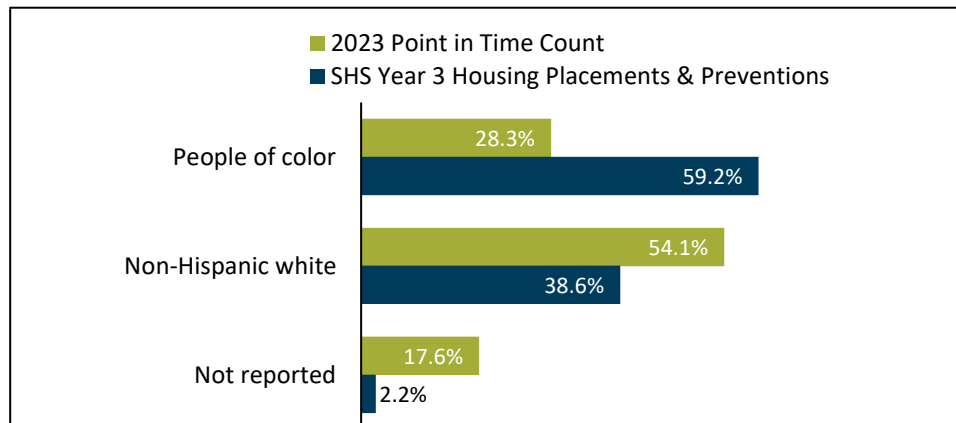
Progress toward housing stability goals

The charts in this section compare SHS race and ethnicity data with the 2023 point-in-time count, or PIT, to provide initial insights into how well SHS is achieving the regional housing stability goals. The PIT is used as a baseline for comparison because it is the only regionally consistent data for people experiencing homelessness that is currently available. However, the PIT has limitations as a baseline for measuring SHS progress. In particular, the PIT uses a definition of homelessness that is narrower than the definition used in SHS, and PIT data are based on a one-night snapshot whereas SHS data are annual. The refinement of the outcome metrics over the upcoming year will include the development of additional baseline and comparison data for measuring progress.

Goal 1: Housing equity is advanced by providing access to services and housing for Black, Indigenous and people of color at greater rates than Black, Indigenous and people of color experiencing homelessness.

The region's homeless population, as represented by the 2023 PIT, is 28.3 percent people of color while the population served by SHS-funded housing placements and homelessness preventions is 59.2 percent people of color.

Figure 2.1 Percentage people of color in regional homeless population compared with people served by SHS housing placements and homelessness preventions



Goal 2: Housing equity is advanced with housing stability outcomes (retention rates) for Black, Indigenous and people of color that are equal or better than housing stability outcomes for non-Hispanic whites.

Housing retention rates for people of color in SHS-funded permanent supportive housing and rapid rehousing are equal or better than the retention rates for non-Hispanic whites.

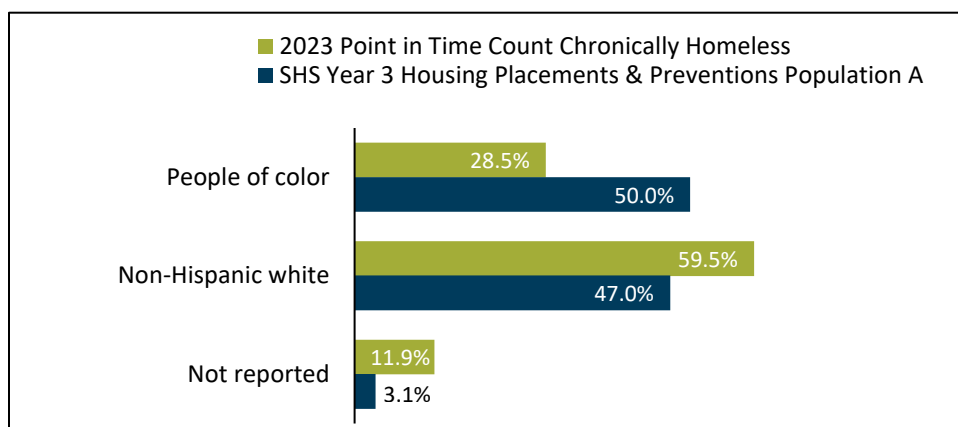
Figure 2.2 Retention rates for people of color compared with non-Hispanic whites

Average regional 12 month retention rate	Permanent supportive housing	Rapid rehousing
Asian or Asian American	95%	86%
Black, African American or African	96%	85%
Hispanic or Latina/e/o	94%	85%
American Indian, Alaska Native or Indigenous	92%	91%
Native Hawaiian or Pacific Islander	93%	83%
Non-Hispanic white	92%	83%

Goal 3: The disparate rate of Black, Indigenous and people of color experiencing chronic homelessness is significantly reduced.

The region's chronically homeless population is 28.5 percent people of color while the chronically homeless population served by SHS-funded housing placements and preventions is 50.0 percent people of color. This suggests that over time the disparate rate of people of color experiencing chronic homelessness will be reduced as disproportionately higher percentages of chronically homeless people of color are placed in permanent housing.

Figure 2.3 Percentage people of color in regional chronically homeless population compared with people served in SHS Population A



Equitable service delivery

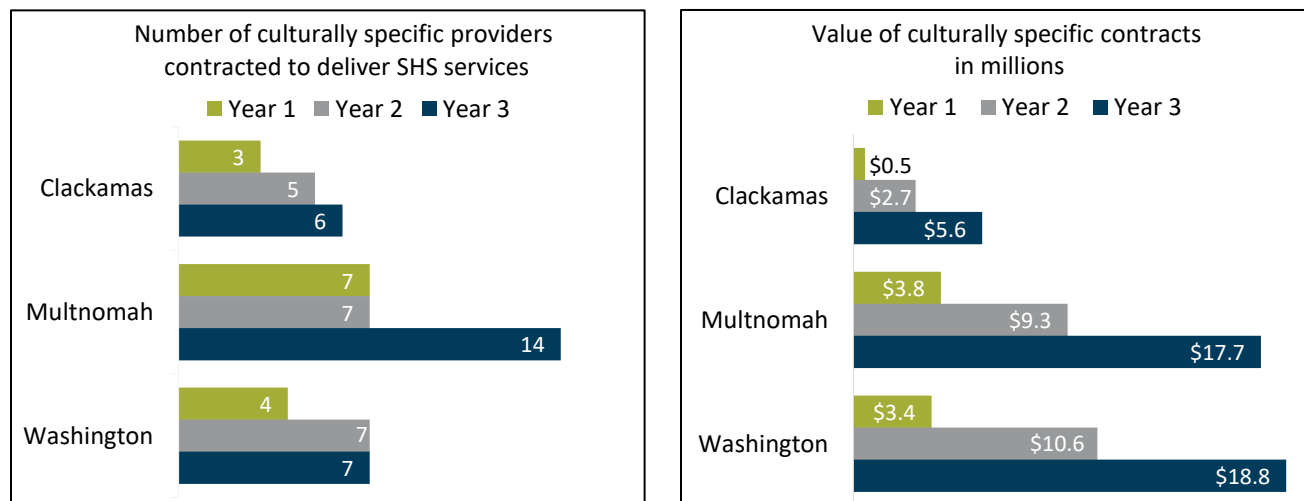
The SHS work plan identifies two goals related to equitable service delivery:

1. Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs.
2. All supportive housing services providers work to build anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance.

Progress toward equitable service delivery goals

Other sections of the report provide detailed information about how counties are working to advance both of these goals. One key metric is the expansion of investments in culturally specific organizations over the fund's first three years. The counties' contracts with culturally specific providers nearly doubled between years one and three, and the total value of their contracts was more than five times greater in year three than year one.

Figure 2.4 Investments in culturally specific providers in the first three years of SHS implementation



Engagement and decision making

The SHS work plan identifies two goals related to engagement and decision making:

1. Black, Indigenous and people of color are overrepresented on all decision-making and advisory bodies.
2. Black, Indigenous and people of color and people with lived experience are engaged disproportionately to inform program design and decision making.

Progress toward engagement and decision making goals

All three counties have multiple advisory bodies that provide guidance on their SHS work, with significant representation from people of color and people with lived experience of housing instability or homelessness. The following table provides some illustrative examples.

Figure 2.5 Representation of people of color and people with lived experience in advisory bodies

County	Advisory body	People of color	Lived experience
Clackamas	CHA Core Team	45%	73%
Clackamas	CoC Steering Committee	29%	29%
Multnomah	SHS Advisory Committee	75%	75%
Multnomah	JOHS Equity Advisory Committee	92%	92%
Washington	Homeless Solutions Advisory Council	45%	20%

Permanent supportive housing

The SHS work plan prioritizes solutions for people with disabilities experiencing prolonged homelessness (generally defined as 12 or more months of literal homelessness over three years) through investments in permanent supportive housing, or PSH, which combines long-term rent subsidies with ongoing supportive services to help people achieve housing stability.

In addition to tracking progress on the work plan's regional goals, an important measure of SHS progress to date is the number of permanent supportive housing units created with SHS funding in comparison to the overall need.

In the first three years of implementation, SHS-funded services and rent subsidies supported 4,055 units of permanent supportive housing. This includes project-based units in designated affordable housing buildings as well as tenant-based units that provide rent assistance that can be used in the private rental market. Each of these new units represents an ongoing, year-over-year investment in SHS-funded rent subsidies and supportive services for households living in the unit into the future.

Figure 2.6 Permanent supportive housing units created with SHS funding

	Clackamas County	Multnomah County	Washington County	Regional total
SHS-funded PSH units added since July 1, 2021	930	1,515	1,610	4,055
SHS-funded PSH units added in year three	412	308	286	1,006

Once they are fully leased up, these 4,055 new units will be able to house 59 percent of the households that were estimated to be in need of permanent supportive housing in 2021 when SHS first launched. However, the total number of households in need of permanent supportive housing across the region has continued to grow since SHS funding began, despite thousands of SHS-funded housing placements over the past three years. Based on the counties' year three estimates, the 4,055 units will be able to meet 49 percent of the current estimated need.

Figure 2.7 Estimated number of households in need of permanent supportive housing

	Clackamas County	Multnomah County	Washington County	Regional total
Households in need of PSH in 2021 (baseline)	997	4,936	885	6,818
Households in need of PSH in year three	1,158	4,852	2,230	8,240

These data demonstrate that while SHS has successfully achieved a significant increase in the region's permanent supportive housing capacity, broader systemic factors are continuing to push more people into homelessness. The counties' inflow and outflow data for year three indicate that for every 10 households that exit the region's homeless services system to permanent housing, approximately 15 households enter the system.

Figure 2.8 Average number of households entering and exiting homeless services system per month

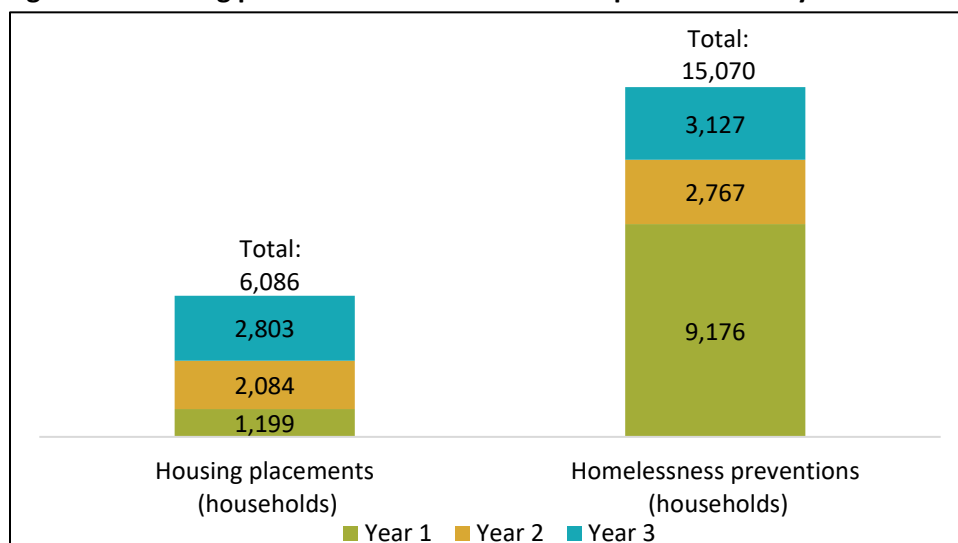
	Clackamas County	Multnomah County	Washington County	Regional total
Average monthly inflow	419	554	711	1,684
Average monthly outflow	140	419	567	1,126

This dynamic highlights the complexity of measuring progress in achieving the SHS fund's 10-year goals and makes clear that SHS investments alone will not be enough to end the crisis of homelessness in our region.

HOUSING AND SERVICES

Over the first three years of implementation, SHS-funded programs placed 6,086 households (9,817 people) experiencing or at risk of homelessness in permanent housing and prevented 15,070 households (23,902 people) from losing their housing. In year three, SHS funding supported new housing placements for 2,803 households (4,775 people), prevented 3,127 households (7,520 people) from losing their homes, and provided continued support with rent assistance and housing retention services for most of the 3,283 households (5,042 people) placed in housing during the previous two years.

Figure 3.1 Housing placements and homelessness preventions in years 1-3



Housing placements listed for each year represent new placements.

This section provides detailed data on SHS-funded housing placements, homelessness preventions and other services in year three, including housing retention, emergency shelter and outreach.

Housing placements

SHS-funded programs connect people experiencing homelessness with permanent housing through services that are voluntary and tailored to meet each person's specific situation and needs and typically include:

- Assessment of housing barriers, needs and preferences
- Support and flexible funds to address immediate housing barriers
- Housing search assistance including landlord outreach and engagement
- Assistance preparing housing applications, filing appeals and advocating with landlords
- Support with application fees, security deposits and other move-in costs
- Rent assistance or placement in subsidized affordable units
- Case management and connections to wraparound services as needed to support housing stability and retention
- Partnerships and linkages with healthcare, mental health and recovery support services to meet each participant's needs

People with a disability who have experienced prolonged homelessness are placed in permanent supportive housing, which provides long-term housing assistance paired with intensive services to support housing stability. People who have more recently become homeless are typically served through rapid rehousing, which provides short- and medium-term rent assistance (typically up to two years) combined with housing navigation and supportive services. Some counties also offer other types of placements for households needing housing subsidies without ongoing supportive services.

SHS-funded programs supported new housing placements for 2,803 households (4,775 people) in year three. This includes 1,253 households (2,028 people) placed in permanent supportive housing, 1,347 households (2,503 people) served through rapid rehousing programs and a small number of placements in other types of permanent housing.

Figure 3.2 Total housing placements in year three

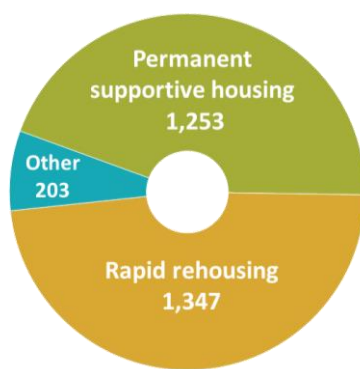


Figure 3.3 Permanent supportive housing placements in year three

	Clackamas County	Multnomah County	Washington County	Regional total
Households placed in PSH in year three	412	442	399	1,253
People placed in PSH in year three	775	574	679	2,028

Figure 3.4 Rapid rehousing placements in year three

	Clackamas County	Multnomah County	Washington County	Regional total
Households placed in rapid rehousing in year three	196	910	241	1,347
People placed in rapid rehousing in year three	472	1,510	521	2,503

Figure 3.5 Other permanent housing placements in year three

	Clackamas County	Multnomah County	Washington County	Regional total
Households placed in other housing in year three	0	197	6	203
People placed in other housing in year three	0	238	6	244

Regional long-term rent assistance

A key strategy in the counties' housing placements is SHS-funded regional long-term rent assistance, or RLRA, which provides tenant-based vouchers that participants can use to rent housing in the open market as well as project-based subsidies that attach the rental voucher to a specific unit. Participants pay 28.5 percent of their income toward the rent and the remaining amount is covered by the program. RLRA primarily serves participants in permanent supportive housing, and participants in other types of housing programs are also eligible.

Over the first three years of implementation, 3,132 households (5,179 people) were housed using RLRA. In year three, 1,216 RLRA vouchers were issued and 1,180 households newly leased up using an RLRA voucher. A total of 2,854 households were in housing using an RLRA voucher, including those housed in previous years who remained in their homes.

Figure 3.6 Regional long-term rent assistance (a subset of housing placements)

	Clackamas County	Multnomah County	Washington County	Regional total
RLRA vouchers issued in year three	370	453	393	1,216
Households newly leased up using RLRA in year three	358	428	394	1,180
Total households in housing using RLRA in year three	766	826	1,262	2,854

Housing retention

Once households are placed in permanent housing, SHS funding continues to provide rent assistance and case management as needed to support housing retention and stability. For households placed in permanent supportive housing, these supports are available long term. For households served in rapid rehousing programs, these supports are typically available for up to two years.

Housing retention rates measure the percentage of households who remain housed 12 months after receiving SHS-funded assistance. In year three, an average of 92 percent of permanent supportive housing placements remained housed 12 months after move-in, demonstrating that SHS investments in rent assistance and housing retention services are working to end people's homelessness and keep them stably housed.

Retention rates for rapid rehousing were somewhat lower, but still in line with the regional goal of 85 percent. Given that rapid rehousing is a less intensive and more time-limited intervention, a lower retention rate is to be expected.

Figure 3.7 Retention rates

	Clackamas County	Multnomah County	Washington County	Regional average
Permanent supportive housing	96%	89%	92%	92%
Rapid rehousing	93%	85%	81%	86%

Returns to homelessness

Another metric for tracking housing stability is returns to homelessness, which measures the percentage of households exiting the homeless services system to a permanent housing destination who returned to the homeless services system within 24 months of exit. Rates of returns to homelessness for SHS-funded housing programs range from 6 to 19 percent with a regional average of 13 percent.

Figure 3.8 Returns to homelessness

	Clackamas County	Multnomah County	Washington County	Regional average
% of exits to permanent housing that returned to homeless service system	6%	19%	15%	13%

Homelessness prevention

In addition to supporting housing placement and retention for people experiencing homelessness, counties use SHS funds to prevent thousands of additional households from losing their homes. Prevention services help people at risk of homelessness stay housed through short-term rent assistance, resource referral and system navigation, legal supports, landlord-tenant mediation and connections to other resources. Homelessness prevention is a critical investment because it is much more difficult and expensive to rehouse people once they have lost their homes than to support them to remain in their housing.

In year three, SHS funding supported homelessness prevention services that helped to keep 3,127 households (7,520 people) in their homes.

Figure 3.9 Homelessness preventions in year three

	Clackamas County	Multnomah County	Washington County	Regional total
Households supported with prevention services	1,228	334	1,565	3,127
People supported with prevention services	2,679	398	4,443	7,520

Emergency shelter

SHS funding supports a range of emergency shelter options to provide households experiencing homelessness with interim stability and support along with connections to services. In year three, counties used SHS funds to create and sustain a mix of shelter models including congregate, facility-based and alternative shelters such as motels, villages and pods. These shelters serve adults, families and youth, with some shelters focused on specific populations such as domestic violence survivors, adults with behavioral health needs, veterans and medically fragile individuals.

In year three, SHS funds created or sustained a total of 1,430 emergency shelter beds/units. This includes new capacity that has been added as well as existing capacity that has been turned into permanent capacity with SHS funding. A total of 2,698 households (3,828 people) were served in SHS-funded shelters in year three.

Figure 3.10 Emergency shelter in year three

	Clackamas County	Multnomah County	Washington County	Regional total
Beds/units created or sustained in year three	210	800	420	1,430
Households served in SHS-funded shelter in year three	460	871	1,367	2,698
People served in SHS-funded shelter in year three	824	1,160	1,844	3,828

Congregate shelters are counted by the number of beds. Non-congregate shelters, such as motel-based shelters or pods, are counted by the number of units, even though one unit may serve multiple people.

Street outreach

The counties have built comprehensive outreach programs to connect people on the streets with SHS-funded shelter and housing services. In Clackamas County, six organizations conducted regular outreach in year three, contacting a total of 502 households. In Multnomah County, SHS funding supported outreach teams in 17 organizations with a total capacity to engage 1,375 households in year three. In Washington County, 10 organizations conducted geographically designated and population-specific outreach in year three, serving a total of 1,061 households.

Outreach workers visit encampments, address immediate survival needs, work to build trusting relationships with the people they engage, conduct coordinated entry assessments, and facilitate referrals to housing and services. The counties' outreach teams include culturally specific providers, mental health and substance use disorder specialists, and organizations with other specialized areas of expertise to connect people with services that meet their specific needs. Counties also fund in-reach and mobile screenings to engage people in shelters and service sites with housing-focused services. All three counties are working with the evidence-based Built for Zero initiative to develop by-name lists to track the people they engage and support their connections to housing and services.

In addition to street outreach, in year three counties also invested SHS funding in service centers that provide entry points for people experiencing homelessness to access services. Clackamas County committed funding for the development of a resource center that will provide meals, access to coordinated entry assessments, dedicated on-site spaces for providers and connections to a range of other supports. In Multnomah County, SHS funding helped to sustain and expand existing day center and drop-in services that include meals, survival outreach, affinity spaces and connections to services. Washington County invested SHS funding to develop two access centers which will provide meals, storage, showers, and connections to housing and services.

POPULATIONS SERVED

The SHS fund prioritizes services for people with disabilities experiencing prolonged homelessness and for communities of color who are disproportionately impacted by homelessness and housing instability. This section provides more information about the people served by SHS-funded housing placements and preventions in year three.

Populations A and B

SHS-funded programs serve two primary populations: Population A – defined as people who have experienced or are at imminent risk of experiencing long-term or frequent episodes of literal homelessness, have at least one disability and little to no income, and Population B – defined as people who are experiencing homelessness or have substantial risk of experiencing homelessness.

Metro and the counties are engaged in ongoing work to achieve regional alignment in Population A and B definitions, data collection, categorization and reporting. However, discrepancies still exist between the counties' Population A and B data. The data in this section offer initial insights into the populations served by SHS housing placements and preventions based on counties' year three annual reports.

An average of 81 percent of households placed in permanent supportive housing in year three were in Population A and 19 percent were in Population B. For rapid rehousing, an average of 62 percent were in Population A and 38 percent were in Population B. Households served in homelessness prevention programs were almost all in Population B with a small percentage (6 percent) in Population A.

Figure 4.1 Percentage of households in Population A and B in year three housing placements and homelessness preventions

	Clackamas County ¹		Multnomah County		Washington County		Regional average	
	Pop A	Pop B	Pop A	Pop B	Pop A	Pop B	Pop A	Pop B
Permanent supportive housing	74%	26%	81%	19%	87%	13%	81%	19%
Rapid rehousing	74%	26%	56%	44%	55%	45%	62%	38%
Preventions	0%	100%	13%	87%	6%	94%	6%	94%

Length of time homeless

The measurement of a household's length of time homeless is based on the period of time between when the household's current episode of homelessness started and their housing move-in date. Households served in SHS-funded programs in year three had an average length of time homeless of 3.66 years. (It is important to note that this figure masks

¹ Clackamas County's Population A and B data for rapid rehousing and preventions are extrapolations due to incomplete data.

variations by subpopulations; the average length of time homeless for families with children, for example, is typically much shorter than for single adults.)

Figure 4.2 Average length of time homeless for households served in SHS programs in year three

	Clackamas County	Multnomah County	Washington County	Regional average
Average years homeless	4.06	4.24	2.69	3.66

Race and ethnicity

A key SHS regional goal is to provide access to services and housing for people of color at greater rates than people of color experiencing homelessness. All SHS-funded programs are required to collect and report on disaggregated race and ethnicity data to allow counties to track whether this goal is being met. Counties are also required to conduct annual racial equity analyses of the data.

This section provides race and ethnicity data for SHS-funded permanent supportive housing placements, rapid rehousing placements and homelessness preventions in year three. The *Progress Toward 10-Year Goals* section provides a regional analysis of these data showing that SHS-funded programs are serving people of color at greater rates than people of color experiencing homelessness. The *Progress in Advancing Racial Equity* section summarizes each county's detailed analysis of the data, demonstrating that, on the whole, populations of color are accessing SHS-funded services at higher rates than their representation in each county's homeless population.

Across the region, 51 percent of people placed in permanent supportive housing, 58 percent of people placed in rapid rehousing, and 62 percent of people served by SHS-funded homelessness preventions were people of color. The percentages vary by county, with Multnomah County serving the highest percentages of people of color in permanent supportive housing and rapid rehousing, and Washington County serving the highest percentages of people of color in preventions.

Figure 4.3 Race and ethnicity of people placed in permanent supportive housing in year three

	Clackamas County	Multnomah County	Washington County	Regional total
<i>People of color</i>	49%	66%	42%	51%
Asian or Asian American	2%	3%	2%	2%
Black, African American or African	12%	34%	13%	18%
Hispanic or Latina/e/o	19%	17%	24%	20%
American Indian, Alaska Native or Indigenous	5%	21%	7%	10%
Native Hawaiian or Pacific Islander	4%	4%	5%	4%
Middle Eastern or North African	0%	<1%	1%	<1%

White	66%	44%	67%	60%
Non-Hispanic White (subset of White category)	49%	31%	56%	46%
Data not reported	2%	3%	3%	2%

Figure 4.4 Race and ethnicity of people placed in rapid rehousing in year three

	Clackamas County	Multnomah County	Washington County	Regional total
<i>People of color</i>	49%	64%	52%	58%
Asian or Asian American	1%	3%	2%	3%
Black, African American or African	10%	34%	10%	24%
Hispanic or Latina/e/o	30%	20%	40%	26%
American Indian, Alaska Native or Indigenous	6%	8%	5%	7%
Native Hawaiian or Pacific Islander	6%	8%	5%	7%
Middle Eastern or North African	0%	<1%	0%	<1%
White	64%	43%	67%	52%
Non-Hispanic White (subset of White category)	47%	33%	45%	38%
Data not reported	4%	3%	3%	3%

Figure 4.5 Race and ethnicity of people served in homelessness preventions in year three

	Clackamas County	Multnomah County	Washington County	Regional total
<i>People of color</i>	58%	44%	65%	62%
Asian or Asian American	1%	2%	3%	2%
Black, African American or African	11%	29%	15%	14%
Hispanic or Latina/e/o	19%	9%	47%	35%
American Indian, Alaska Native or Indigenous	3%	6%	2%	3%
Native Hawaiian or Pacific Islander	3%	1%	4%	3%
Middle Eastern or North African	0%	1%	1%	<1%
White	74%	61%	62%	66%
Non-Hispanic White (subset of White category)	39%	53%	34%	37%
Data not reported	3%	4%	1%	2%

PROVIDER PARTNERSHIPS

The successful implementation of SHS programs relies on the on-the-ground work of more than a hundred nonprofit and community-based service providers across the region. Counties have focused significant time and resources to build a strong regional network of SHS providers, with a particular focus on engaging new partners and culturally specific organizations.

Procurement strategies

Since the launch of SHS funding, counties have implemented procurement and allocation processes to expand contracting opportunities for new and emerging providers, with an emphasis on culturally specific providers. In year three, the counties released procurements for new and expanded programs, including health and housing integration projects, permanent supportive housing, and capital procurements for resource centers and transitional housing.

Metro also led a regionwide procurement with the three counties to create a pre-approved list of vendors that can provide training and technical assistance to SHS-funded service providers. The procurement resulted in a list of 67 qualified providers in areas of expertise such as human resources support, housing and homeless services best practices, and racial equity and social justice. Metro and the counties will be able to draw upon this bench of expertise to support provider capacity building in the coming years.

Service provider contracts

Counties contracted with 103 nonprofit and community-based organizations to deliver SHS services in year three, with contracts totaling \$234.4 million.

Figure 5.1 Service providers contracted to deliver SHS services in year three

	Clackamas County	Multnomah County	Washington County	Regional total
Number of providers	26	70	24	103*
Total value of contracts	\$33.6m	\$138.5m	\$62.2m	\$234.4m

**Some providers contracted with more than one county. The regional total reflects the unduplicated number of providers.*

The contracted providers include small and emerging organizations that are new to the counties’ networks as well as established providers that have leveraged SHS resources to scale up existing programs, expand into other service areas or serve other parts of the region. Six of the providers that contracted with Clackamas County and 15 that contracted with Multnomah County in year three were new to providing SHS services in those counties. Comprehensive lists of each county’s contracted providers with details on their services, contract amounts and populations served are available in each county’s year three annual report (see Exhibit E).

Culturally specific provider contracts

The counties expanded their partnerships with culturally specific providers in year three, contracting with 19 culturally specific organizations to deliver SHS-funded services, with contracts totaling \$42.1 million. (Culturally specific provider contracts are a subset of the contracts with all service providers in the previous section.)

Figure 5.2 Culturally specific providers contracted to deliver SHS services in year three

	Clackamas County	Multnomah County	Washington County	Regional total
Number of culturally specific providers	6	14	7	19*
Total value of contracts	\$5.6m	\$17.7m	\$18.8m	\$42.1m

**Some providers contracted with more than one county. The regional total reflects the unduplicated number of providers.*

The counties' partnerships with and investments in culturally specific providers have expanded significantly over the three years of SHS implementation. The total number of culturally specific providers contracted to deliver SHS services doubled between years one and three, and the total value of their contracts was more than five times greater.

Each county's culturally specific provider contracts include organizations that specialize in delivering services to the following communities:

- Black/African American
- Latine
- Native American/Indigenous
- Immigrant and refugee
- Black, Indigenous and people of color

Multnomah County's culturally specific provider contracts also include organizations that specialize in serving the LGBTQIA2S+ community.

Culturally specific providers deliver a wide range of SHS-funded services:

- Clackamas County contracts with culturally specific partners to provide housing navigation, housing placement, supportive housing case management, shelter, rapid rehousing and outreach services.
- Washington County contracts with culturally specific providers to deliver housing case management services, rapid rehousing, housing liaison services, shelter, outreach and recuperative care services.
- Multnomah County contracts with culturally specific partners to provide permanent supportive housing, rapid rehousing, recovery housing, transitional housing, other permanent housing, short-term housing assistance, supportive services, landlord engagement, prevention, day services, shelter and outreach.

CAPACITY BUILDING

SHS implementation has required a historic expansion of the region's homeless service system infrastructure. Counties have had to strengthen their internal capacity to administer contracts and payments, manage data reporting and oversight, and support providers with implementation. Contracted providers have also had to scale up their staffing and administrative capacity to enable them to implement SHS-funded programs.

County infrastructure and capacity building

Counties continued their work in year three to build sustainable systems to support SHS implementation. This included increased staffing capacity, updates to coordinated entry systems, and improvements to data collection and reporting infrastructure.

- **Staffing capacity:** Clackamas County continued to add staff capacity in year three, including new data analysts and a dedicated equity and engagement coordinator. Multnomah County added staff in key areas such as finance, programs, data and evaluation. Washington County expanded its staff capacity in areas including contract monitoring, finance and accounting. All three counties also used SHS regional investment fund resources to invest in staff focused on supporting health and housing system integration and regional coordination.
- **Coordinated entry:** Clackamas County continued to make improvements to its coordinated entry system to expand hours, increase capacity and improve equitable access. Key changes in year three included increased access to bilingual/bicultural staff and improved working relationships with community partners, including culturally specific organizations. Multnomah County completed a multi-year redesign of its coordinated access tool in year three to be more trauma-informed, aligned with local priorities and promote equitable access to services. The improvements were informed by feedback from key partners, including people with lived experience of homelessness and providers. Washington County continued to conduct a bi-annual assessment of its coordinated entry system to ensure its phased approach results in more equitable access to housing programs. All three counties also worked with the tri-county planning body to explore opportunities to align coordinated entry at a regional level.
- **Data systems:** Clackamas County continued to expand its data capacity in year three, adding staff to support data collection, system evaluation and improvement. The county also organized ongoing technical assistance and training for providers to support their data quality and capacity. Multnomah County became the lead agency for the regional Homeless Management Information System and worked with the other counties to regionalize HMIS policies and procedures and align metrics. Multnomah County also developed an HMIS learning management platform to train providers on HMIS data entry and provided technical support through data quality monitoring and follow up. Washington County funded 19 quality assurance positions in contracted partner organizations to support financial operations, data quality and other organizational capacity needs. All three counties also continued their

participation in the national Built for Zero initiative, which works with communities to end homelessness by strengthening data-driven systems.

Provider capacity building

The counties increased their capacity building supports to providers in year three, funding technical assistance, training and capacity building grants. For example:

- Clackamas County allocated \$1.0 million per year for technical assistance to support service providers' capacity building in human resources, fiscal business services, strategic planning, program design and implementation, and policies and procedures. The technical assistance was utilized by four service providers in year three, two of which are culturally specific. The county added \$1.9 million to five service providers' budgets, including two culturally specific providers, to support internal capacity building. The county also provided trainings and presentations for all contracted providers to share best practices and promote consistent approaches.
- Multnomah County partnered with the United Way to distribute \$10 million in flexible grants to 61 contracted organizations to support organizational health activities such as training opportunities, professional development and employee retention. The county invested in provider training and launched provider conferences to support opportunities for networking, information sharing, collaborative problem solving and shared learning. The county also piloted system development grants in year three to support capacity building for 11 new and emerging culturally specific providers that qualified to contract with the county to provide SHS-funded services.
- Washington County allocated \$235,000 in technical assistance funding to eight agencies in year three. It also provided a total of \$1.7 million in capacity building project funding to 14 agencies, supporting projects focused on business services, human resources, strategic planning, policies and procedures, program design and evaluation. All of the county's culturally specific partner agencies have been awarded technical assistance and/or capacity building project funding. The county also provided a catalog of equity-focused trainings for providers in year three, with all partner agencies participating in at least one training.

At a regional level, Metro and the tri-county planning body have been working with the counties to develop additional trainings and technical assistance to support provider capacity building. A Metro-led tri-county procurement resulted in a list of 67 qualified vendors that will provide the basis for regional technical assistance work in the coming years. Metro's new regional capacity team partnered with the counties to develop a menu of regional training and technical assistance programs, including trainings for frontline homeless services workers and a technical assistance demonstration project focused on permanent supportive housing that will launch in 2025.

Contract administration

The counties continued to make improvements to contract administration practices to address challenges identified in previous years. These challenges included county delays

in contract implementation and payments as well as cumbersome accounting requirements and financial procedures. Many providers were also challenged by the counties' reimbursement-based contracting model which requires providers to front the funding for program costs and then receive reimbursement, creating cash flow issues for smaller and emerging organizations.

Improvements in year three included:

- Clackamas County implemented a new invoicing workbook tool to assist providers and county staff in monitoring invoices and budget spend-down, an improvement that resulted in 82 percent of invoices processed within 30 days of receipt. The county also developed a new payment model that offers contracted providers a two-month advance of their annual budget to reduce financial strain as providers await monthly reimbursement.
- Multnomah County made improvements to its contract management and invoicing processes in year three that resulted in about 94 percent of invoices paid within their contract's payment terms. The changes included improved internal review and approval processes, clearer guidance on reimbursement requirements, and implementing internal tracking tools. The county also piloted an advanced payment model that provides limited advance payments on a case-by-case basis to support providers with cash flow challenges created by the county's reimbursement-based payment system.
- Washington County created multi-service contracts to reduce contract preparation and tracking for all parties and alleviate the burden for providers to manage multiple contracts. It conducted performance evaluations to inform contracting decisions for year four, with multi-year contracts awarded for high-performing organizations. The county also streamlined its invoicing system through process improvements, invoice automation and an expanded finance and accounting team, reducing average invoice processing time to 18 days.

Workforce recruitment and retention

Workforce challenges have imposed significant constraints on provider capacity as contracted providers have struggled to recruit and retain the staff necessary to launch new SHS-funded programs and expand existing services. These challenges are rooted in regional workforce shortages and exacerbated by inadequate wages and staff burnout.

Metro and the counties are working with the tri-county planning body to develop regional standards to achieve livable wages for direct service staff. A tri-county workgroup will draft a plan for SHS oversight committee approval in 2025 informed by ongoing outreach and engagement with providers as well as local and state workforce and contracting initiatives.

Each county also implemented strategies to address workforce challenges in year three. For example:

- Clackamas County staff conducted reviews of wages across all SHS contracts to determine pay ranges for specific classifications and used this data to inform contract negotiations. The county used contract negotiations to encourage service partners to increase compensation to competitive rates. The county also allocated SHS funding for mental health support services for frontline staff.
- Based on research and feedback from providers, Multnomah County increased service caps for permanent supportive housing services from \$10,000 per household to \$15,000 per household, with an even higher cap of \$17,500 for some programs, including those provided by culturally specific organizations. This change will allow providers to increase wages and adjust staffing ratios for frontline staff. The county is also modifying some longtime service contracts to increase funding levels to support higher wages for staff.
- Washington County used its annual performance evaluation process to explore differences in pay equity between culturally specific and non-culturally specific providers as well as any unique challenges faced by culturally specific organizations. The review found that average salaries were higher for culturally specific providers for each SHS-funded position reviewed, including direct service, administrative and management roles.

Counties conduct annual wage equity surveys of contracted providers to inform their workforce and wage equity strategies. The chart below provides a high-level summary of the survey findings from year three, showing the average salaries for direct service roles and the range of average salaries by position for all roles in provider organizations. The counties' annual reports provide detailed data tables, charts and analysis from the surveys.

Figure 6.1 Wage equity survey results

	Clackamas County	Multnomah County	Washington County
Average annual salary for direct service roles	\$55,000-\$65,000	\$53,460-\$57,464	\$44,793-\$53,919
Distribution of average annual salary by position for all roles	\$55,000-\$90,000	\$53,460-\$120,282	\$44,793-\$116,903

Evaluation and performance improvement

All three counties strengthened contract monitoring and performance evaluation processes in year three to support accountability and inform continuous improvement. For example:

- Clackamas County implemented a contract check-in tool to facilitate data-driven, outcomes-based discussions with providers and support performance improvement. Key metrics tracked include contract fulfillment, individuals and households served, referral responsiveness, timely invoicing, spend-down rate and data quality. The county also developed a tool for conducting file monitoring in year four to gain insight

into providers' file management practices, identify best practices and highlight areas for improvement.

- Multnomah County made extensive improvements to SHS contract monitoring in year three, implementing contract monitoring measures such as internal tracking tools, annual risk assessments, annual performance reviews and on-site monitoring when necessary, with results provided to partners. The Department of County Management recommended the new contract monitoring system as a model for contract management countywide.
- Washington County conducted its second annual provider performance evaluations to support quality improvement and capacity building. The process assessed service providers' performance, collected organizational information, and gave providers the opportunity to comment on any challenges faced in fulfilling contractual obligations. The county also designed and piloted a new monitoring framework that includes a review of policies and procedures, assessing how partners are delivering culturally responsive services, and a review of compliance with program standards.

SHS funding also supported assessment and evaluation projects in year three that will inform future programming. For example, Clackamas County launched engagement and planning processes to enhance its response to family homelessness and address housing insecurity and homelessness in rural parts of the county. Multnomah County conducted a geographic equity study, an analysis of factors that led people to successfully exit homelessness, a qualitative analysis of effective alternative shelter programs, and an evaluation of best practices in providing emergency shelter.

CROSS-SECTOR WORK

Homelessness is a complex issue requiring coordination among multiple systems of care. Cross-sector partnerships and service integration are key to building an effective regional homelessness response infrastructure. Counties have used SHS funding to implement cross-sector initiatives in partnership with behavioral health, healthcare, law enforcement, community corrections, workforce, housing and other systems.

Integration of health and behavioral health services into SHS programming

Alignment with health and behavioral health systems is a key priority for SHS implementation. The following examples demonstrate the range of ways that counties worked to integrate health and behavioral health services into SHS programming in year three:

- Clackamas County's SHS funding supports two behavioral health case managers who assist people who require higher levels of behavioral health support to find and remain in permanent housing. Increased internal coordination between the county's SHS program and Public Health and Behavioral Health divisions has also resulted in new programs such as medical respite and a community paramedic pilot. The county also invested SHS funds in year three to develop a recovery-oriented transitional housing program that will open in 2025.
- Multnomah County's SHS funding supports a dedicated housing specialist to help participants in the county's behavioral health programs secure housing that meets their needs. The county has paired 175 regional long-term rent assistance vouchers with intensive case management for people with behavioral health challenges. The county also committed SHS revenue in year three to support 89 new beds of recovery-oriented housing and a new stabilization and treatment program.
- Washington County partners with hospitals and health systems to connect participants experiencing homelessness to healthcare services through healthcare case conferencing. The county launched a medical respite pilot in year three to help people discharged from hospitals needing additional medical care to stabilize in shelter while working toward stable housing. The county also allocated SHS resources toward capital funding for transitional housing in year three, prioritizing projects that will provide on-site behavioral health services to support people in their transitions to recovery.
- At a regional level, the counties are working with the tri-county planning body to draft a regional implementation plan to strengthen alignment and partnerships with healthcare systems. The plan will focus on regional opportunities to support, supplement and advance existing health and housing system alignment initiatives. Metro and the counties are also working with other partners to plan implementation of the Medicaid 1115 Demonstration Waiver, which allows certain housing services to be covered by Medicaid.

Integration of SHS with the Metro affordable housing bond

Another key example of SHS cross-sector work is the alignment between SHS funding and the Metro affordable housing bond. The opportunity to align SHS-funded services and rent assistance with bond-funded capital investments significantly expands the region's ability to develop permanent supportive housing for people experiencing prolonged homelessness.

Across the three counties, SHS-funded supportive services and rent assistance have been integrated with bond-funded capital investments to create a total of 348 permanent supportive housing units in bond-funded projects.

Figure 7.1 PSH units created by integrating SHS-funded services and rent assistance with Metro housing bond capital funding

	Clackamas County	Multnomah County	Washington County	Regional total
Since July 1, 2021	231	47	70	348
Added in year three	115	12	6	133

Units added in year three include:

- Good Shepherd Village (Happy Valley): a 143-unit project with 58 designated PSH units and services provided by Catholic Charities.
- Las Flores (Oregon City): a 171-unit complex with 17 designated PSH units, nine which are reserved for families with services provided by Northwest Housing Alternatives and eight which are reserved for veterans.
- Mercy Greenbrae (Lake Oswego): a 100-unit property with 40 designated PSH units and services provided by Mercy Housing.
- Powellhurst Place (Portland): a 65-unit project with 12 designated PSH units and services provided by Native American Rehabilitation Association of the Northwest.
- Viewfinder (Tigard): an 81-unit project with six dedicated project-based PSH units added in year three and services provided by Project Homeless Connect.

Other examples of cross-sector partnerships and programming

SHS funding supported partnerships with a range of other sectors in year three, including workforce, intellectual and developmental disabilities, and community justice. The examples highlighted in this section demonstrate the scope and breadth of this cross-sector work.

- Clackamas County's SHS team partnered with county workforce programs to help case managers and housing navigators connect housed participants to employment services. The county's Children, Family and Community Connections Division also provided employment and training services to participants housed through SHS programs.

- Multnomah County's SHS team partnered with the county's Intellectual and Developmental Disabilities Services Division to improve access to permanent housing for people with disabilities who are also experiencing homelessness. This includes providing access to SHS-funded regional long-term rent assistance paired with case management services to support housing placement and stability for participants.
- Multnomah County's Department of Community Justice implemented an SHS-funded program to help house people who are justice involved and are experiencing or at risk of homelessness. The program supports long-term housing stability by connecting participants with tenant-based regional long-term rent assistance as well as project-based permanent supportive housing.
- Washington County's Housing Liaison program embeds trained housing system navigators in other divisions and departments, working side by side with staff in behavioral health, child and maternal health and community corrections to help their participants identify housing options available in the community and navigate the county's homeless services system.
- Washington County partnered with Worksystems, Open Door Housing Works, Portland Community College and Immigrant and Refugee Community Organization to implement a Housing Careers Program that trains and supports people with lived experience of housing instability or homelessness to enter careers in housing and other fields.

REGIONAL COORDINATION

The SHS fund has created an unprecedented level of regional collaboration across jurisdictional partners to address homelessness. The counties and Metro work closely together to align SHS programs and systems. The tri-county planning body, or TCPB, leads the development of strategies that leverage regionalism to increase the SHS fund's effectiveness.

Tri-county planning body

The TCPB is charged with setting regional goals, strategies and outcome metrics related to addressing homelessness in the region. Five percent of SHS funds are reserved for a regional investment fund designed to support the counties and Metro in achieving SHS alignment, coordination and outcomes at a regional level. The TCPB guides the fund's investments and supports coordination on solutions to regional challenges.

The TCPB has identified six goals designed to strengthen SHS implementation through regional solutions:

- **Coordinated entry:** Assess opportunities for regional coordination to make coordinated entry more accessible, equitable and efficient for staff and clients
- **Landlord recruitment:** Identify areas where regionalization can increase the availability of readily accessible and appropriate housing units for service providers
- **Healthcare system alignment:** Promote greater alignment and long-term partnerships with healthcare systems that meaningfully benefit people experiencing homelessness and the systems that serve them
- **Training:** Support regional training that provides service providers with access to the knowledge and skills required to operate at a high level of program functionality, prioritizing the needs of culturally specific providers
- **Technical assistance:** Support regional technical assistance and capacity building investments to ensure organizations have the support required to operate at a high level of functionality, prioritizing culturally specific providers
- **Employee recruitment and retention:** Establish regional standards for county contracts with SHS-funded agencies and providers to achieve livable wages for direct service staff

The TCPB is working with Metro, the counties and other partners to develop implementation strategies for each of these goals in coordination with the SHS oversight committee. In year three, the oversight committee approved the first completed set of implementation strategies to advance the regional landlord recruitment goal. The plan directs \$8 million of regional investment fund expenditures to support a menu of interventions to increase participation from landlords in housing programs, including outreach materials, additional policy workgroup spaces and studies, pilot approaches and the RLRA Risk Mitigation Program. A workgroup of staff from Metro and the counties has been meeting monthly to coordinate this work, including finalizing reporting and metrics.

Work is underway to complete implementation strategies for the remaining TCPB goals for approval by the end of year four.

Health and housing integration

As noted in the previous section, Metro and the counties have been working with other partners to plan implementation of the Medicaid 1115 Demonstration Waiver, which allows certain housing services to be covered by Medicaid. As part of this effort, the counties worked with Trillium and Health Share to establish network hubs, which will allow counties to receive referrals for Medicaid-funded housing services, including up to six months of rent and utilities, home modification and remediation, and tenancy support through case management.

In alignment with the TCPB's healthcare system alignment goal, counties used regional investment fund resources to invest in staff positions to support health and housing system integration and regional coordination. These positions are supporting Medicaid 1115 Demonstration Waiver coordination and implementation, partnerships with coordinated care organizations and healthcare partners, and the establishment of regionalized best practices for housing and healthcare integration.

Regional data systems and standards

Metro and the counties worked together in year three to further align regional data collection and reporting. This included refining the quarterly and annual report templates and developing clearer definitions and shared methodologies for reporting on key data metrics. Progress was also made in moving forward a data sharing agreement that will launch in 2025 to support regional analysis and evaluation.

Continued work to align definitions and strengthen data reporting is ongoing, with a priority focus on developing consistent definitions and methodologies for reporting on permanent supportive housing and Populations A and B. Further work is also planned to refine regional outcome metrics and develop a framework of baseline and comparison data for assessing progress toward regional goals.

In March 2024, Multnomah County became the central administrator of the region's Homeless Management Information System, or HMIS. To facilitate this transition, the counties' data teams coordinated closely to regionalize HMIS policies and procedures and update intergovernmental agreements. Data teams and analysts from the three counties also met on a monthly basis to exchange information about metric operationalization and alignment, discuss best practices and coordinate.

Regional long-term rent assistance

A workgroup with representatives from the counties and Metro has been meeting monthly since 2021 to develop regional policies and guidelines for the SHS-funded regional long-term rent assistance program. A regional data team also meets regularly to develop coordinated data collection and reporting tools and methodologies for the

program. The regional workgroup reviews and analyzes tri-county data reports on a quarterly basis to monitor progress and identify areas for improvement. The workgroup also engages in shared learning and problem solving, the development of shared procedures and templates, and identifies updates to the regional policy framework to support effective implementation.

Best practices and shared learning

The three counties engage in regular leadership conversations and workgroups to share lessons learned and promote common approaches. For example, tri-county regional equity meetings provide a venue for sharing best practices and insights and aligning SHS equity strategies across the region. Monthly Built for Zero meetings bring together representatives from the three counties to collaborate and learn from one another's implementation of Built for Zero case conferencing.

Counties also support one another by sharing innovative programs and best practices. For example, Multnomah County shared resources and tools from its racial equity lens with the other counties and Metro to support their racial equity work. Washington County's healthcare case conferencing and housing liaison programs provided a model for similar programs in Clackamas County.

PROGRESS IN ADVANCING RACIAL EQUITY

A commitment to racial equity is infused throughout every aspect of SHS implementation, and counties are required to conduct annual equity analyses to assess progress toward addressing racial disparities. This section provides an overview of the counties' strategies to advance racial equity, showing how various components of SHS implementation – many of which are covered in previous sections of the report by topic – fit together. This is followed by an analysis of the impact of these strategies.

Strategies to advance racial equity

All three counties have centered racial equity in their SHS programs, with a focus on reducing racial disparities and strengthening access to services for communities of color. In year three, counties advanced racial equity through strategies that included:

- **Expanding partnerships with culturally specific organizations:** A core strategy for connecting people of color to SHS-funded services is by expanding the availability of culturally specific services. As documented in previous sections, all three counties expanded their partnerships with culturally specific organizations in year three, contracting with 19 culturally specific organizations to deliver SHS-funded services, with contracts totaling \$42.1 million. Counties also provided technical assistance and capacity building support to assist culturally specific partners to expand and stabilize their homeless services programs.
- **Working toward building anti-racist, gender affirming and culturally responsive systems:** The counties provided expanded equity-focused training and technical assistance to contracted providers in year three. For example, Clackamas County worked to develop a comprehensive equity, diversity and inclusion training plan for its providers. Multnomah County launched an electronic learning series and shared a monthly equity based training calendar with tri-county providers. The county also required its contracted providers to submit an annual equity goal or work plan. Washington County provided a catalog of equity-focused trainings for providers, with all partner agencies participating in at least one training.
- **Improving equitable access to services:** The counties continued to strengthen their coordinated entry systems to improve access to services for people of color. Clackamas County implemented a series of recommendations by the Coalition of Communities of Color that included expanding the availability of bilingual/bicultural assessors and strengthening partnerships with culturally specific organizations. Multnomah County's redesign of its coordinated access tool incorporated equity-focused practices such as establishing navigation teams with culturally specific providers and building in flexibility so that participants can be assessed by peer support specialists with lived experience of housing instability. Washington County continued to evaluate its redesigned coordinated entry process to ensure it is resulting in greater access to housing programs for populations of color.
- **Assessing service provider staff diversity:** The counties conduct annual demographic surveys of frontline staff in contracted provider organizations to assess

the diversity of staff by race, ethnicity, sexual orientation, gender identity, disability status and lived experience. The surveys conducted in year three showed high rates of diversity among provider organizations' staff, as illustrated by the data below. Additional data is available in the counties' annual reports.

Figure 9.1 Workforce diversity of SHS contracted providers

	Clackamas County	Multnomah County	Washington County
Staff with lived experience of homelessness or housing instability	61%	33%	45%
Staff who identify as people of color	40%	45%	47%
Staff who identify as LGBTQIA2S+	10%	18%	26%
Staff who identify as having a disability	16%	14%	17%

- **Strengthening county capacity:** The counties continued to strengthen their internal capacity to advance racial equity through their SHS programs. All three counties now have equity and engagement coordinator positions within their homeless services teams. Clackamas County's staff participated in an equity and inclusion retreat followed by ongoing work with individual coaches after the retreat. Multnomah County's SHS advisory committee formed an equity workgroup that drafted a set of recommendations designed to enhance equity in SHS programming. Washington County is working to formalize a racial equity lens across its homeless services department.
- **Engaging people of color in advisory bodies:** Implementation of each county's SHS work is overseen by advisory bodies with strong representation from communities of color and people with lived experience of homelessness and housing instability. Clackamas County has three advisory committees that provide input on SHS implementation, and work is underway to establish an expanded advisory structure to inform the county's homelessness response system. Multnomah County has five advisory bodies, including an equity advisory committee and a lived experience committee. Washington County launched an updated governance structure in year three, including a lived experience advisory committee and an equitable procurement subcommittee. The diversity of these advisory bodies is illustrated in the table below.

Figure 9.2 Representation of people of color and people with lived experience in advisory bodies

County	Advisory body	People of color	Lived experience
Clackamas	CHA Core Team	45%	73%
Clackamas	CoC Steering Committee	29%	29%
Multnomah	SHS Advisory Committee	75%	75%
Multnomah	JOHS Equity Advisory Committee	92%	92%
Washington	Homeless Solutions Advisory Council	45%	20%

- **Gathering diverse input to inform program design and planning:** In addition to their formal advisory bodies, counties gather input from diverse stakeholders to inform program design and planning decisions. For example, Clackamas County conducted extensive community engagement, with a particular focus on people with lived experience, to develop plans for improving the county's response to family homelessness and addressing housing insecurity and homelessness in the rural areas of the county. Multnomah County developed a community sheltering strategy informed by feedback and collaboration with culturally specific providers and the lived experience advisory committee. The county also conducted an engagement session with 27 culturally specific providers newly qualified for SHS funding which helped shape the development of the county's system development grants pilot. Washington County's Housing and Supportive Services Network, which represents a diverse group of organizations and people with lived experience, is engaged early in project planning to inform the values and criteria used to guide decision making.
- **Analyzing disaggregated data:** Counties continued to work with providers in year three to strengthen the collection of demographic data for SHS participants. Quarterly and annual reports included disaggregated race and ethnicity data by program type and for Populations A and B. In addition, counties conduct annual equity analyses comparing SHS program data with population and system-level data to assess progress in meeting racial equity goals.

Equity analyses

Findings from counties' year three equity analyses indicate that their racial equity strategies are leading to improved access to services for populations of color. This section summarizes each county's equity analysis methodology and reported findings. It is not possible to conduct a comprehensive regional analysis based on these findings because of differences in each county's methodology and the complexities of the baseline data used for comparisons.

Methodologies

The counties' equity analyses compare the demographics of SHS-funded program participants with homeless population data from various sources:

- Clackamas County's equity analysis compared HMIS data for people accessing SHS-funded programs with American Community Survey (ACS) data for the county's population in poverty. The county also analyzed chronically homeless inflow data. The county applied statistical tests to determine if any racial or ethnic groups are disproportionately represented in SHS or chronically homeless data compared to their expected distribution based on the ACS data.
- Multnomah County's equity analysis compared HMIS data on the demographics of people receiving SHS services with the county's total population experiencing homelessness, as captured in its by-name list data. The analysis included comparative data from the first year of SHS reporting to measure improvements over time. The county also compared the demographics of the county's chronically homeless

population from its by-name list with ACS data on the general population of the county and the population at risk of homelessness.

- Washington County's equity analysis compared HMIS data on the demographics of people served by SHS programs with ACS data for the county's population in poverty and the general population of the county. The analysis also included a comparison of the demographics of households seeking homeless services with households who achieve stable housing through the county's programs.

Findings

On the whole, counties report that populations of color are accessing services at higher rates than their representation in each county's homeless population or population in poverty, with a few exceptions for specific populations within particular programs. The findings and conclusions vary by county, population and program. Each county's annual report provides a detailed analysis of these findings. Examples of key overall findings include:

- Clackamas County's analysis shows that more individuals who identify as Black/African American, Native American/Indigenous or Latine are enrolled in SHS programming and represented in SHS housing placements and retentions than expected based on county-wide statistics on populations in poverty. Fewer individuals who identify as Asian American are served by SHS programs than expected based on county-wide poverty statistics. Individuals from historically marginalized communities are overrepresented in chronically homeless inflow data compared to expected distribution rates.
- Multnomah County's analysis shows that people identifying as Black/African American, Native American/Indigenous, Latine, Native Hawaiian and Pacific Islander were served above goal rates for SHS-funded permanent housing programs. Among homelessness prevention programs, performance was mixed. The analysis identified disparities in the provision of some SHS-funded services to specific demographic groups. In particular, Native American/Indigenous populations are being served at lower levels than expected in rapid rehousing and homelessness prevention programs, and Native Hawaiian and Pacific Islander populations are being served at lower levels in permanent supportive housing and prevention programs. The county's analysis of chronic homelessness data found that people of color are overrepresented among persons experiencing chronic homelessness.
- Washington County's analysis shows that SHS-funded programs are generally serving higher rates of Black/African American, Native American/Indigenous and Latine households than are represented in the general population, population of poverty, and among households seeking services. The Asian American and Pacific Islander populations experience higher rates of poverty than the rate of households seeking homeless services. Supportive housing programs are the least successful at reaching a diverse population but are still serving populations at similar rates to the percentages of those groups experiencing poverty. Prevention programs have been the most

successful at reaching diverse populations, including Asian Americans and Pacific Islanders.

Disparities and next steps

Counties use the data from their equity analyses to inform targeted strategies to increase service access for specific communities. For example:

- Clackamas County plans to investigate why individuals identifying as Asian American remain underrepresented in housing programs compared to their proportion of the county's population in poverty. In addition, the county will continue to support culturally specific providers serving Asian American populations as they receive technical assistance to enhance service delivery to Asian American and other communities of color.
- Multnomah County's shift in year three toward using non-SHS funds for prevention services led to communities of color receiving SHS-funded prevention services at lower rates than in previous years. The county plans to increase the level of SHS-funded prevention services administered through culturally specific partners in year four to address this disparity.
- Washington County has been working to better understand why Asian American and Pacific Islander households are underrepresented in SHS housing programs compared to their representation in the population experiencing poverty. They have had greater success in serving this population through their eviction prevention program. Additional strategies are being developed to address this disparity, and the county will prioritize renewed outreach to community-based organizations that serve this population to generate feedback and recommendations.

ASSESSMENT OF ANNUAL WORK PLAN PERFORMANCE

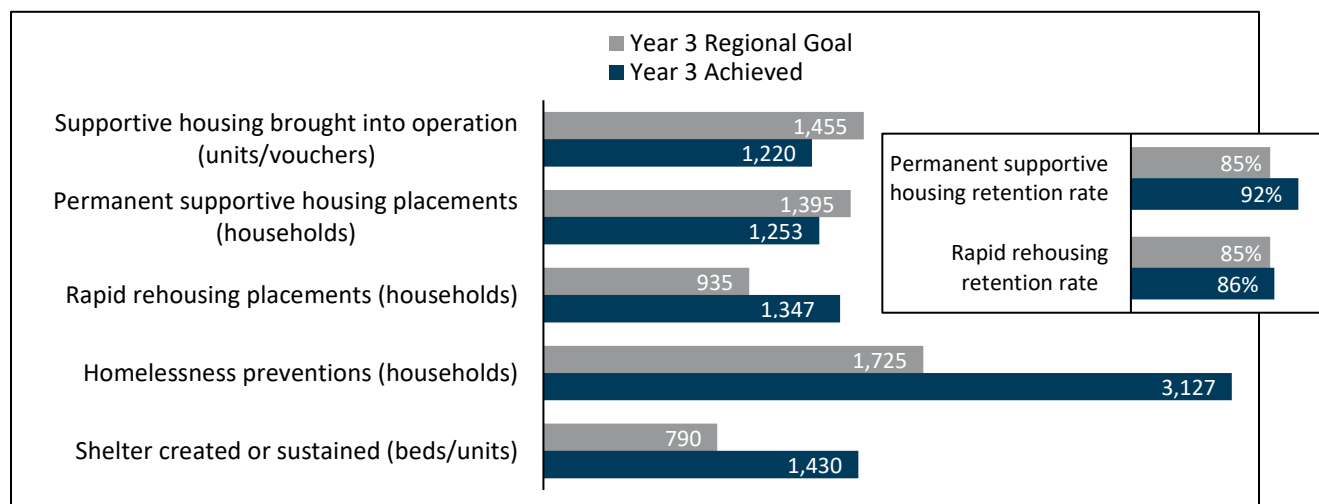
Counties are required to submit annual work plans to Metro and the SHS oversight committee for approval and to report on progress in achieving their work plan goals. The work plans include a consistent set of regional metrics for tracking quantitative housing and program goals. Each county is also required to identify and report on goals related to racial equity, capacity building and other goals based on their local implementation plans.

Regional summary

Housing and program goals

The counties made significant progress on their year three work plan goals, exceeding their combined goals for rapid rehousing placements, homelessness preventions and shelter units created or sustained. The average retention rates for permanent supportive housing and rapid rehousing also exceeded the regional goals. The counties met 84 percent of their combined goal for supportive housing units/vouchers brought into operation and 90 percent of their combined goal for permanent supportive housing placements. The county-specific analyses below provide more details on areas where counties fell short of the goals.

Figure 10.1 Regional progress on year three housing and program goals



Racial equity

The counties achieved most of their racial equity goals and made significant progress on the others. Highlights include expanded investments in culturally specific providers' capacity, providing racial equity training to contracted providers, making coordinated entry systems more accessible and expanding the engagement of diverse stakeholders.

Capacity building

The counties achieved most of their capacity building goals, with a few goals still in progress. Highlights include expansions to county staffing capacity to support health and

housing integration, providing capacity building supports and technical assistance to providers and strengthening data systems.

Other goals based on local implementation plans

The counties completed almost all of their other goals, with achievements related to geographic equity, behavioral health integration, workforce stabilization and launching new programs to fill system gaps.

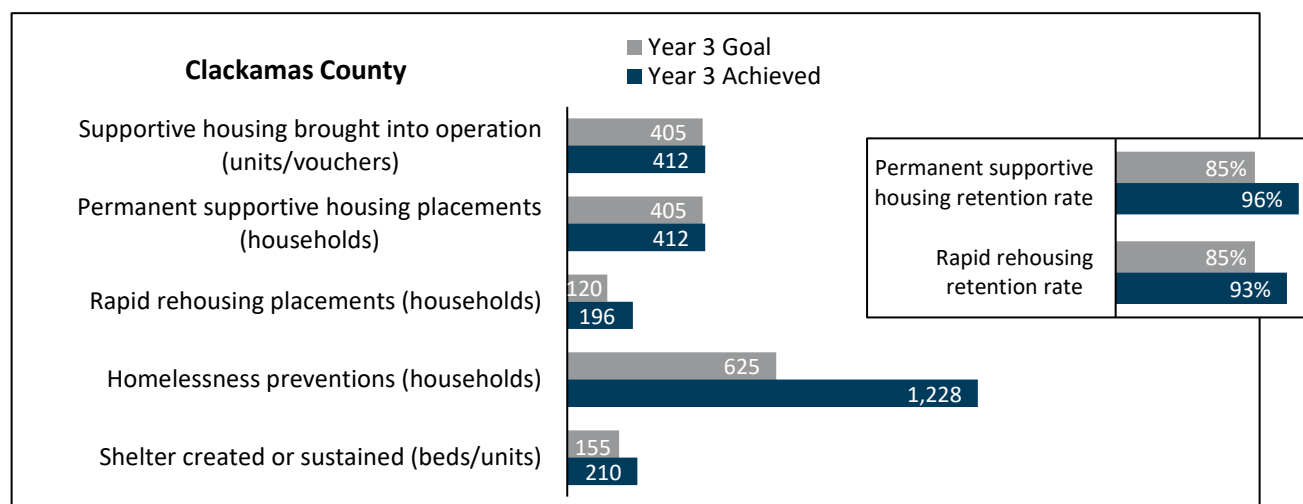
Clackamas County

Clackamas County exceeded all of the regional housing metric goals in its year three work plan. The county also achieved all but one of its work plan goals related to racial equity, capacity building and other local implementation plan priorities.

Housing and program goals

Clackamas County exceeded all of its goals for supportive housing units brought into operation, permanent supportive housing placements, rapid rehousing placements, homelessness preventions, shelter units created or sustained and retention rates.

Figure 10.2 Clackamas County progress on year three housing and program goals



Racial equity goals

Clackamas County achieved its goal of investing in culturally specific provider capacity building by giving culturally specific providers priority access to professional technical assistance. It advanced its goal to improve coordinated entry to ensure more equitable outcomes by making progress on a series of recommendations, such as increasing bilingual staff, expanding coordinated entry capacity, implementing evidence-based changes to assessment and prioritization, and improving the referral process.

Capacity building goals

The county achieved its goal to expand staffing capacity to support integration with the health system by hiring two staff focused on supporting Medicaid waiver coordination and implementation. It achieved its goal to offer direct technical assistance to grassroots providers by contracting with four technical assistance firms. It achieved its goal to invest in new system infrastructure for safety on and off the streets through investments in a resource center, transitional housing and culturally specific shelter. The county's goal to enhance service provider capacity by streamlining access to furniture and household goods for new housing placements is still in progress.

Other goals based on local implementation plan

The county achieved its goal to increase alignment with the behavioral and public health systems through internal coordination and partnerships that are supporting new initiatives such as medical case conferencing and a community paramedic. The county achieved its goal to promote geographic equity by investing non-SHS funding in rural programming and conducting a rural needs assessment and planning process.

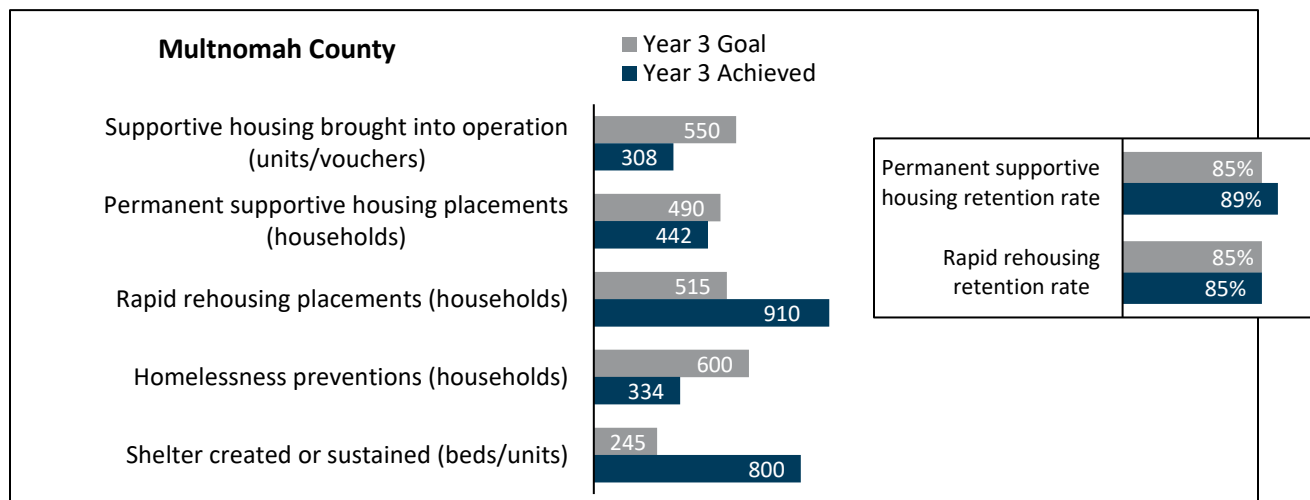
Multnomah County

Multnomah County met or exceeded more than half of the regional housing metric goals in its annual work plan. It achieved about half of the work plan goals related to racial equity, capacity building and other local implementation plan priorities and made significant progress on others.

Housing and program goals

Multnomah County exceeded its goals for rapid rehousing placements, shelter units created or sustained and permanent supportive housing retentions. It met its goal for rapid rehousing retentions and achieved 90 percent of its goal for permanent housing placements. It achieved 56 percent of its goal for supportive housing units brought into operation due to construction delays affecting the opening of several new housing developments which will now come online early in year four. It fell short of its goal for SHS-funded homelessness preventions after making a strategic decision to use federal American Rescue Plan funds for homelessness prevention in year three instead of SHS funds; the total preventions funded by both sources (3,533 households) far exceeded the county's work plan goals.

Figure 10.3 Multnomah County progress on year three housing and program goals



Racial equity goals

Multnomah County made significant progress on its goal to collect employee demographic data from all of its contracted providers, with 91 percent of providers submitting data. It exceeded its goals for SHS advisory committee involvement and expanded training opportunities for providers. The county fell short of its goal for 100 percent of providers to submit an equity goal or work plan; the county anticipates that its investments in technical support and capacity building will result in improved participation in year four.

Capacity building goals

The county achieved its goals to engage and provide technical assistance and/or capacity building funds to new and expanding providers, in part by piloting system development grants to help smaller providers build their administrative infrastructure. The county made significant progress on its goals to complete an analysis of effective shelter models, develop a quality by-name list for chronically homeless adults, expand data collection and update coordinated entry processes, and launch a new coordinated access tool.

Other goals based on local implementation plan

The county completed its goal to conduct follow-up on its compensation study with participating agencies. In response to agency feedback, the county distributed \$10 million in flexible grants to 61 organizations to allow providers to address their specific workforce stabilization and organizational health needs. The county also nearly achieved its goal to complete an analysis of unmet needs and investments in east Multnomah County; the final phase of the project will be completed early in year four.

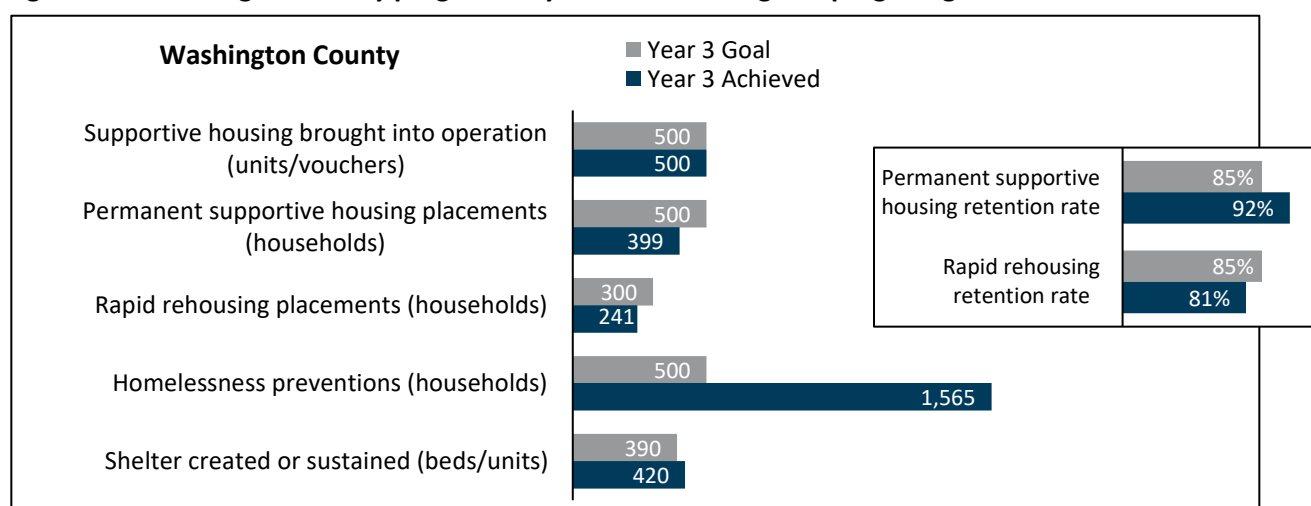
Washington County

Washington County met or exceeded more than half of the regional housing metric goals included in its annual work plan and achieved almost all of its goals related to racial equity, capacity building and other local implementation plan priorities.

Housing and program goals

Washington County met or exceeded its goals for supportive housing brought into operation, homelessness preventions, shelter units created or sustained and permanent supportive housing retention. It achieved 80 percent of its goal for rapid rehousing placements and fell a few percentage points short of its goal for rapid rehousing retentions. The county notes that it is still scaling up its rapid rehousing program and adjusting program standards to support higher need households. The county achieved 80 percent of its permanent supportive housing placement goal after unexpectedly placing an additional 130 households in permanent supportive housing late in year two (exceeding the year two goal by 130 households), which may have affected its year three placement capacity.

Figure 10.4 Washington County progress on year three housing and program goals



Racial equity goals

The county advanced its goal to better understand why Asian American and Pacific Islanders are underserved in housing programs and saw some gains in serving these populations. It also conducted a bi-annual coordinated entry analysis to assess disparities in access to services and housing. The county achieved its goals to increase culturally specific organization capacity by expanding contracting opportunities, technical assistance and capacity building support for its seven culturally specific contracted providers. The county also achieved its training goal, with all partner agencies participating in at least one equity-focused training.

Capacity building goals

The county achieved its goal to expand evaluation and monitoring supports for providers by strengthening annual performance evaluations and piloting a new monitoring framework. It achieved its goal to launch a new governance structure, aligning multiple advisory bodies into a unified “One Governance” approach. The county advanced its goal to launch 45 new housing careers, enrolling 45 people in its housing careers program.

Other goals based on local implementation plan

The county achieved its goal to reduce shelter stays to less than 100 days, with an average shelter stay of 91 days. It advanced its goal to create new housing approaches for households no longer in need of intensive services by launching an “RLRA only” program. It made progress on its goal to launch new programs to fill system gaps for homeless youth and individuals needing medical care by launching a recuperative care program and redesigning a planned youth-focused housing program, although the program’s launch was delayed.

REVIEW FOR CONSISTENCY WITH LOCAL IMPLEMENTATION PLANS

The counties' local implementation plans, or LIPs, were approved in 2021, prior to the launch of SHS funding. In alignment with Metro requirements, each county's LIP included commitments to advance racial equity, strengthen regional and cross-sector coordination, build partnerships with community-based organizations, align investments with the SHS measure's guidelines and work toward regional outcome metrics. Previous sections of the report assess counties' progress in each of these areas. This section focuses on the counties' progress in relation to the specific investment priorities and 10-year goals identified in each county's LIP.

The investment priorities and goals listed in the LIPs reflect the counties' overarching values and intentions for SHS funding and serve as guiding documents for the counties' annual work plans. While the LIPs provide a high-level framework for assessing counties' SHS implementation, they do not provide consistent or comprehensive metrics for evaluating progress. The specificity, level of detail, timeframes and categories vary across each of the LIPs, as do the counties' approaches for reporting on LIP progress. Potential updates to the LIPs should be considered in tandem with efforts to strengthen and refine the SHS regional outcome metrics to provide a better framework for regional evaluation.

Clackamas County

System-wide priorities

LIP priority	Year three progress
Build community-based organization capacity	<ul style="list-style-type: none">Contracted with 26 community-based organizations (including six new partners) to deliver SHS services, with contracts totaling \$33.6m.Allocated \$1.0m per year for technical assistance to support service providers' capacity building.Added \$1.9m to five service providers' budgets to support internal capacity building.Provided trainings and presentations for contracted providers to share best practices and promote consistent approaches.
Expand culturally specific services	<ul style="list-style-type: none">Expanded the county's contracts with culturally specific providers from one contract before SHS launched to six contracts in year three, with contract allocations of \$5.7m.Doubled the county's contract allocations to culturally specific providers between years two and three.Provided over \$2m in capacity building grants to support culturally specific providers' growth and development since SHS began.
Evaluate system and program strategies to inform priorities and ensure quality improvement	<ul style="list-style-type: none">Conducted an annual equity analysis of SHS-funded programs since SHS launched to evaluate systemic strengths and gaps and identify areas for improvement.Conducted a staff demographics and pay equity survey for SHS-contracted providers in years two and three to inform strategies to strengthen workforce and wage equity.

	<ul style="list-style-type: none"> Implemented contract monitoring tools to facilitate data-driven, outcomes-based discussions with providers and support continuous improvement.
Strengthen data collection and reporting	<ul style="list-style-type: none"> Expanded the county's data capacity, adding staff to support data collection, system evaluation and improvement. Organized ongoing technical assistance and training for providers to support their data quality and capacity. Used the Built for Zero methodology to conduct an inflow and outflow analysis. Coordinated with the other counties to regionalize Homeless Management Information System policies and procedures, share best practices and align metrics.
Enhance system navigation, outreach and coordinated entry to ensure equitable access	<ul style="list-style-type: none"> Improved the county's coordinated entry system in years two and three to eliminate backlogs, expand hours, increase capacity and improve equitable access. Used SHS funding to support the county's first ever coordinated outreach program, with outreach carried out by six providers, including two grassroots and two culturally specific providers. Funded development of a service-enriched resource center that will provide a welcoming space to support system navigation and connections to services.
Expand county implementation capacity	<ul style="list-style-type: none"> Tripled the county's SHS spending in year three compared with the previous fiscal year. Continued to add additional county staff capacity, including new analysts, health and housing integration staff, and a dedicated equity and engagement coordinator. Improved the county's contract administration processes, resulting in 82% of invoices processed within 30 days of receipt.

Housing-related priorities

LIP priority	Year three progress
Increase emergency shelter capacity with wrap around services to transition people to permanent housing	<ul style="list-style-type: none"> Created or sustained 210 units of emergency and transitional shelter with SHS funding, including hotels, villages and pods. Served 460 households in SHS-funded shelters in year three. Provided connections to services for households served in SHS-funded shelters to help them transition to housing.
Increase housing placement services including those designed to be culturally responsive	<ul style="list-style-type: none"> Placed 930 households in permanent supportive housing since SHS funding began, including 412 households in year three. Placed 215 households in permanent housing through the county's rapid rehousing program since SHS funding began, including 196 households in year three. People of color represented 49% of people placed in permanent supportive housing and 49% of people placed in rapid rehousing in year three.
Expand existing high performing programs including eviction prevention as funding allows	<ul style="list-style-type: none"> Stabilized 1,514 households with SHS-funded eviction prevention services since SHS funding began, including 1,228 households in year three. Incorporated SHS funding into eight Metro bond-funded housing developments, creating 231 PSH units with on-site services delivered by SHS-funded providers.

Convert time-limited vouchers to long-term and short-term rental assistance	<ul style="list-style-type: none"> Housed 783 households with regional long-term rent assistance since SHS funding began, including 358 households newly leased up in year three.
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Supportive services-related priorities

LIP priority	Year three progress
Increase outreach and engagement using trauma informed care and other best practices that are culturally and linguistically responsive	<ul style="list-style-type: none"> Made contact with 502 households in year three through a combination of site-based, in-reach, pop-up events and mobile outreach methods. Developed a new resource navigation program to provide trauma-informed diversion and rapid resolution for people in crisis contacting the coordinated access hotline. Invested SHS resources to develop a resource center that will provide an additional entry point for service navigation and connections to resources.
Expand wraparound services to support housing stabilization, including behavioral health services, mental health services, addiction recovery and case management	<ul style="list-style-type: none"> 96% of households in permanent supportive housing and 93% of households in rapid rehousing retained their housing over 12 months. Significantly expanded the county's housing stabilization case management services through contracts with 12 providers with capacity to serve nearly 1,000 households. Used SHS funding to support a behavioral health housing retention team to provide clinical supports to PSH residents.
Expand behavioral health services integrated with homelessness and housing services, particularly community-based health connectors and peer supports	<ul style="list-style-type: none"> Strengthened internal coordination with the county's Public Health and Behavioral Health divisions, resulting in new programs such as medical respite and a community paramedic pilot. Used SHS funding to support two behavioral health case managers who assist people who require higher levels of behavioral health support to find and remain in permanent housing. Invested SHS funds to develop a recovery-oriented transitional housing program that will open in 2025.

10-year goals

Clackamas County's LIP identified specific numerical goals for the first year of implementation. The county has subsequently identified the following 10-year goals:

Goal	Progress to date
Place 1,065 households in permanent supportive housing	<ul style="list-style-type: none"> In the first three years of SHS implementation, 930 households were placed in permanent supportive housing, representing 87% of the county's 10-year goal.
Stabilize 2,130 households in permanent housing	<ul style="list-style-type: none"> In the first three years of SHS implementation, the county stabilized 1,729 households in permanent housing through eviction prevention and rapid rehousing, representing 81% of the county's 10-year goal.

Multnomah County

System-wide priorities

LIP priority	Year three progress
Build community-based organization capacity	<ul style="list-style-type: none"> Contracted with 70 community-based organizations (including 15 providers new to SHS) to deliver SHS-funded services, with contracts totaling \$138.5m. This includes contracts with 14 culturally specific providers (six of which were new to SHS) totaling \$17.7m. Increased contract allocations to culturally specific providers by 91% between years two and three. Partnered with United Way to distribute \$10m in organizational health grants to 61 organizations. Launched provider conferences to facilitate opportunities for networking, information sharing, collaborative problem solving and shared learning. Piloted system development grants to support capacity building for 11 new and emerging culturally specific providers that qualified for SHS contracts.
Ongoing evaluation to ensure quality improvement	<ul style="list-style-type: none"> Conducted an annual equity analysis of SHS-funded programs since SHS launched to evaluate progress in reducing disparities and identify areas for improvement. Conducted a staff demographics and pay equity survey for SHS-contracted providers in years two and three to inform strategies to strengthen workforce and wage equity. Implemented contract monitoring measures to support quality improvement, such as internal tracking tools, annual performance reviews and on-site monitoring. Implemented SHS-funded evaluations that will inform future programming, including a geographic equity study, an analysis of factors that led people to successfully exit homelessness and an evaluation of shelter best practices.
Strengthen data systems, collection and reporting	<ul style="list-style-type: none"> Became the lead agency for the regional Homeless Management Information System and worked with the other counties to regionalize HMIS policies and procedures, share best practices and align metrics. Developed a shelter availability tool that shares timely information on how many shelter beds are available and where they can be accessed. Worked to complete a by-name list of people in Population A and developed a methodology to create a by-name list for everyone experiencing homelessness in the county. Supported providers' data capacity through HMIS training, data quality monitoring and follow-up.
Improve navigation, outreach and coordinated entry to ensure equitable access	<ul style="list-style-type: none"> Completed a multi-year redesign of the county's coordinated access tool to be more trauma-informed, aligned with local priorities and promote equitable access to services. Used SHS funding to expand day center and drop-in services as well as fund mobile day services and on-site outreach.

	<ul style="list-style-type: none"> Used SHS funding to support 22 outreach teams, with the majority of the teams engaged in outreach to support service navigation and housing connections.
Expand county program implementation capacity	<ul style="list-style-type: none"> Expanded staff capacity in key areas such as finance, programs, data and evaluation, growing the staff from 30 employees when the SHS measure passed to about 100 by the end of year three. Spent 100% of the county's share of SHS tax revenue collected by Metro in year three and met all of the spending goals outlined in the county's corrective action plan. Improved the county's contract management and invoicing processes, resulting in more timely payments to providers.

Housing-related priorities

LIP priority	Year three progress
Supportive housing in bond-funded projects and for specific communities	<ul style="list-style-type: none"> Created 1,515 SHS-funded supportive housing opportunities in the first three years of implementation, including 308 in year three. Used SHS funding to support the addition of 335 project-based permanent supportive housing units, including 47 units in Metro bond-funded projects. Implemented SHS-funded supportive housing programs focused on specific communities such as people with disabilities, people who are justice-involved and people with behavioral health challenges.
Regional long-term rent assistance	<ul style="list-style-type: none"> Housed 974 households with regional long-term rent assistance since SHS funding began, including 428 households newly leased up in year three.
Flexible short- and medium-term rental assistance	<ul style="list-style-type: none"> Placed 1,704 households in permanent housing through the county's rapid rehousing program since SHS funding began, including 910 households in year three.
Eviction prevention	<ul style="list-style-type: none"> Used SHS funding to support the staffing capacity needed to disburse eviction prevention assistance funded by the American Rescue Plan and to directly fund eviction prevention services. Stabilized 11,557 households with SHS-funded eviction prevention services in the first three years of implementation, including 334 households in year three.
Street and shelter services	<ul style="list-style-type: none"> Created or sustained 800 emergency shelter units in year three with SHS funding, including alternative, congregate and motel shelters. Served 871 households in SHS-funded shelters in year three. Used SHS funding to support 22 street outreach teams from 17 organizations with the capacity to serve 1,375 households. Used SHS funding to support new mobile day services and on-site outreach and to sustain and expand existing day center and drop-in services, supporting the capacity for more than 90,000 annual day center visits.

Supportive services-related priorities

LIP priority	Year three progress
Behavioral health services	<ul style="list-style-type: none"> Committed SHS revenue to new projects that will support people experiencing behavioral health challenges, including 89 new beds

	<p>of recovery-oriented housing, access to crisis stabilization services, and a new stabilization and treatment program.</p> <ul style="list-style-type: none"> • Used SHS funds to support a dedicated housing specialist to help participants in the county’s behavioral health programs secure housing that meets their needs. • Paired 175 regional long-term rent assistance vouchers with intensive case management for people experiencing homelessness with behavioral health challenges.
Education, training, employment and benefits	<ul style="list-style-type: none"> • Invested in five SHS-funded employment and training programs with the capacity to serve 562 households.
Housing placement and retention case management	<ul style="list-style-type: none"> • 89% of households in permanent supportive housing and 85% of households in rapid rehousing retained their housing over 12 months. • Used SHS funds to support 30 contracts for housing placement and/or retention services with the capacity to serve 976 households.
Legal assistance	<ul style="list-style-type: none"> • Used SHS funds to provide legal support to 605 clients through the Housing Barrier Mitigation Program.
Childcare and other supports for families with children	<ul style="list-style-type: none"> • Allocated 150 regional long-term rent assistance vouchers to participants in the Multnomah Stability Initiative, which connects families with children to flexible resources and services to support their needs.

10-year goals

Goal	Progress to date
Create 2,235 supportive housing units	<ul style="list-style-type: none"> • In the first three years of SHS implementation, the county created 1,515 SHS-funded supportive housing units, representing 68% of the county’s 10-year goal.
Increase the number of eligible households who exit homelessness for permanent housing by at least 2,500 households per year once SHS is fully implemented	<ul style="list-style-type: none"> • In year three, 1,549 households exited homelessness for permanent housing with support from SHS-funded programs.
Increase the number of people experiencing behavioral health challenges who move into appropriately supported housing	<ul style="list-style-type: none"> • The county has built partnerships and invested SHS resources in multiple programs to connect people with behavioral health challenges with appropriately supported housing (see “behavioral health services” section above for examples).
Reduce the number of people who become homeless by increasing preventions by at least 1,000 households per year once SHS is fully implemented	<ul style="list-style-type: none"> • SHS funding has supported homelessness prevention services for an average of 3,852 households per year since SHS implementation began.
Reduce the number of people who return to the homeless services system within two years after entering permanent housing	<ul style="list-style-type: none"> • The average rate of returns to homelessness within two years for households served by the county’s SHS-funded programs was 19% in year three, compared with a system-wide county average of 26%.

Eliminate disparities in access and outcomes for communities of color participating in homeless and housing services

- The county's SHS-funded programs have housed people of color at higher rates than their representation in the overall homeless population, on the whole.
- People of color represented 66% of the county's permanent supportive housing placements, 64% of the county's rapid rehousing placements and 44% of the county's homelessness preventions in year three.

Washington County

System-wide priorities

LIP priority	Year three progress
Expand culturally specific services	<ul style="list-style-type: none"> • Expanded the county's contracts with culturally specific providers from one contract before SHS launched to seven contracts in year three, with contract allocations of \$18.8m. • Increased the county's contract allocations to culturally specific organizations by 77% between years two and three. • Awarded technical assistance and/or capacity building project funding to all seven culturally specific partner agencies (see details below).
Support community-based organization capacity	<ul style="list-style-type: none"> • Contracted with 24 community-based organizations to deliver SHS services, with contracts totaling \$62.2m. • Allocated \$235,000 in technical assistance funding to eight agencies. • Provided a total of \$1.7m in capacity building project funding to 14 agencies. • Funded 19 quality assurance positions in contracted partner organizations to support financial operations, data quality and organizational capacity. • Provided a catalog of equity-focused trainings for providers, with all partner agencies participating in at least one training. • Provided job training and internship opportunities for 45 community members with lived experience interested in housing-related careers. • Created multi-service contracts to reduce the administrative burden on providers and reduced invoice processing time to 18 days. • Conducted annual provider performance evaluations in years two and three to support quality improvement and capacity building.

Housing-related priorities

LIP priority	Year three progress
Winter and year-round shelter operations	<ul style="list-style-type: none"> • Created or sustained 420 units of year-round emergency shelter with SHS funding, including alternative shelters and pods. • Served 1,367 households in SHS-funded shelters in year three. • Launched a shelter liaison program that embeds 13 liaisons throughout the county's shelters to support participants with connections to housing programs.

Housing barrier costs and short-term rent assistance	<ul style="list-style-type: none"> Placed 471 households in permanent housing through the county's rapid rehousing program since SHS funding began, including 241 households in year three. Stabilized 1,999 households with SHS-funded eviction prevention services since SHS funding began, including 1,565 households in year three. Launched a new move-in assistance program to quickly support Population B households needing short-term interventions to secure housing.
Regional long-term rent assistance	<ul style="list-style-type: none"> Housed 1,375 households with regional long-term rent assistance since SHS implementation began, including 394 households newly leased up in year three. Created 70 units of dedicated permanent supportive housing in seven Metro bond-funded projects by pairing regional long-term rent assistance vouchers with on-site services.
System capacity	<ul style="list-style-type: none"> Increased the county's supportive housing capacity by 1,610 SHS-funded units since SHS implementation began. Increased the county's SHS-funded shelter system capacity by 420 year-round units since SHS implementation began.

Supportive services-related priorities

LIP priority	Year three progress
Outreach and navigation services	<ul style="list-style-type: none"> Contracted with 10 organizations to provide geographically designated and population-specific outreach. Implemented a Locally Coordinated Command Center strategy that targets large encampments with focused engagement and cross-agency coordination to connect people with housing. Served 1,061 households through the county's outreach program. Awarded SHS funding for the development of two access centers that will provide meals, storage, showers, and connections to housing and services.
Behavioral health services	<ul style="list-style-type: none"> Used SHS funding to connect behavioral health services participants with housing resources through Housing Liaisons embedded in behavioral health programs. Allocated SHS resources toward capital funding for transitional housing, prioritizing projects that will provide behavioral health services on site to support people in their transitions to recovery.
Supportive services	<ul style="list-style-type: none"> Funded over 100 case managers to guide people experiencing homelessness toward stable housing. 92% of households in permanent supportive housing and 81% of households in rapid rehousing retained their housing over 12 months. Partnered with hospitals and health systems to connect participants experiencing homelessness to healthcare services through healthcare case conferencing. Launched a medical respite pilot to help people discharged from hospitals needing additional medical care to stabilize in shelter while working toward stable housing.

10-year goals

Goal	Progress to date
Create 1,665 supportive housing placements	<ul style="list-style-type: none"> In the first three years of SHS implementation, the county created 1,293 SHS-funded supportive housing placements, representing 77% of the county's 10-year goal.
Stabilize 3,330 households in permanent housing ²	<ul style="list-style-type: none"> In the first three years of SHS implementation, the county stabilized 2,313 households through eviction prevention and rapid rehousing, representing 69% of the county's 10-year goal.
Achieve sustained operations for 250 year-round shelter beds	<ul style="list-style-type: none"> In the first three years of SHS implementation, 420 year-round shelter units have been created or sustained, exceeding the county's 10-year goal.
Build and support a network for culturally specific services and culturally responsive programs	<ul style="list-style-type: none"> In year three, the county contracted with 24 community-based organizations to deliver culturally responsive services, including seven culturally specific organizations. The county supports its network of contracted organizations with capacity building funding, training, technical assistance and performance monitoring (see "system-wide priorities" section above for details).
Demonstrate housing placement and stability outcomes that advance racial equity and functionally end chronic homelessness	<ul style="list-style-type: none"> The county's SHS-funded programs are generally serving higher rates of Black/African American, Native American/Indigenous and Latine households than are represented in the general population, population in poverty, and among households seeking services. The county has met the housing needs of 58% of Population A households needing supportive housing.

² This goal is not in the county's LIP but was added subsequently.

FINANCIAL REVIEW

Total SHS spending by the counties nearly doubled between years two and three, even though tax collections in year three were slightly lower than the previous year. After struggling with underspending during the first two years of SHS implementation, county spending was equivalent to 95 percent of the tax revenue collected in fiscal year 2023-24 and represented 45 percent of the total available resources including carryover from previous years. All of the remaining 55 percent in carryover funds have now been fully committed. Looking forward, counties anticipate fully spending SHS resources in future years to meet current commitments and ongoing program costs.

This section provides an overview of tax collections, disbursements, county revenue and spending in year three. A more comprehensive financial report is available in Exhibit F.

Tax collections

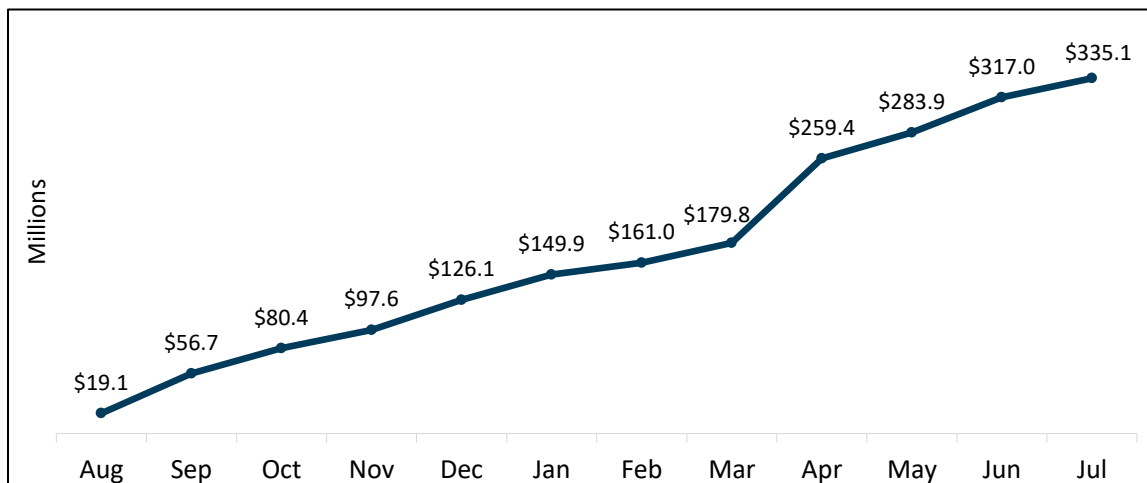
Metro tax revenue for year three totaled \$335.1 million, which was \$122.6 million higher than the original budget but \$21.6 million lower than the fall 2023 forecast.

Figure 12.1 Fiscal year 2023-24 tax revenue projections and collections

Original budget	\$234,100,000
Fall 2023 forecast	\$356,700,000
Actual collections	\$335,136,020

The higher revenue estimates in the fall forecast were prompted by a strong start to fiscal year 2023-24 collections. The local economy did not perform as strongly as expected, however, resulting in final collections that were 6.1 percent lower than the forecasted amount and around 3.5 percent less than the tax revenue collected the prior year.

Figure 12.2 Fiscal year 2023-24 cumulative tax collection by month (in millions)



The August 2023-July 2024 period shown in the chart reflects the period of fiscal year 2023-24 tax revenue, in accordance with generally accepted accounting principles.

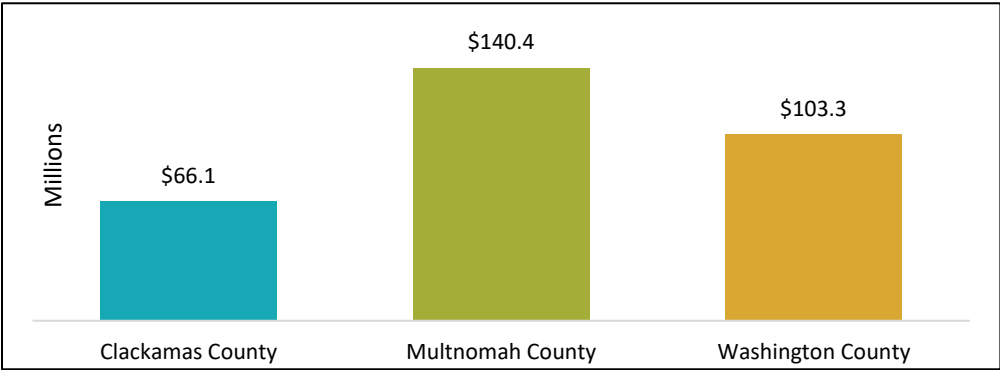
Additional data on SHS tax collections is available in Metro's [interactive online dashboard](#).

The trend of weaker collections has continued through the first quarter of fiscal year 2024-25. Recent tax return data suggests that the spike in revenue in the first two years of collections was an anomaly. The fall 2024 five-year revenue forecast indicates that the next two years, at least, will likely result in slow to no growth in revenue. This means that forecasted collections in the next few years are about \$50 million lower than previously anticipated. The structure of the SHS tax makes it inherently volatile and subject to fluctuations; due to the unstable nature of the taxes, sudden and significant changes in collections (both positive and negative) are always possible.

Tax disbursements

The counties’ share of year three tax revenue totaled \$309.8 million. In accordance with the SHS fund’s distribution formula, 21.3 percent was disbursed to Clackamas County, 45.3 percent to Multnomah County and 33.3 percent to Washington County.

Figure 12.3 Year three tax revenue disbursed to counties (in millions)



County revenue and carryover funds

Counties’ total resources for year three included the \$309.8 million in tax revenue plus \$334.6 million in prior year carryover and \$14.5 in other revenue (primarily interest earnings and FEMA grant reimbursement).

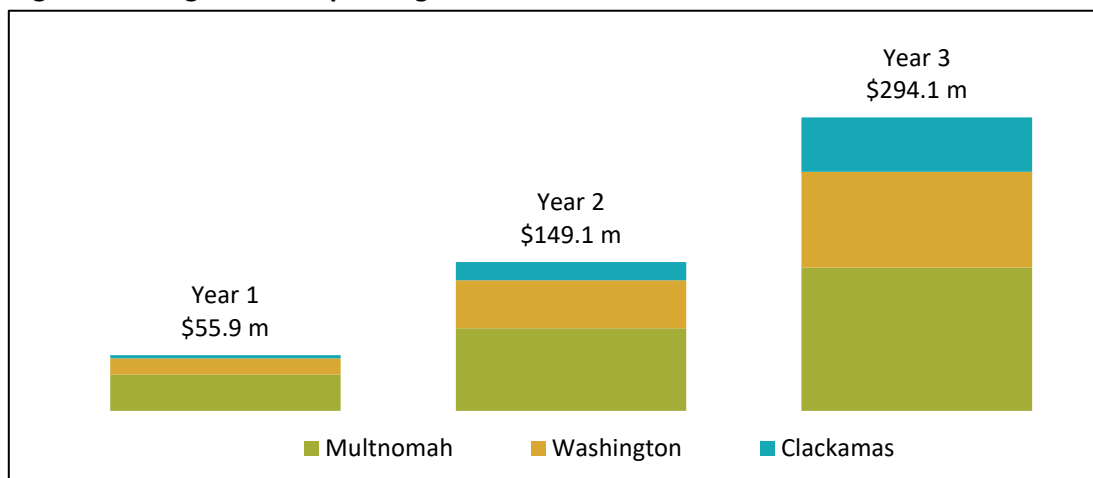
Figure 12.4 Year three tax revenue and prior year carryover (in millions)

	Clackamas County	Multnomah County	Washington County	Regional total
Prior year carryover	\$92.7	\$126.4	\$115.5	\$334.6
SHS tax revenue	\$66.1	\$140.4	\$103.3	\$309.8
Other revenue	\$3.2	\$4.7	\$6.6	\$14.5
Total resources	\$162.0	\$271.5	\$225.4	\$658.9

County SHS spending

SHS spending by the counties in year three totaled \$249.1 million, almost double year two spending.

Figure 12.5 Regional SHS spending



The percentage increase in spending from year two to year three was greatest in Clackamas County, but the total amount of increased spending was greatest in Multnomah County.

Figure 12.6 County spending in years two and three (in millions)

	Clackamas County	Multnomah County	Washington County	Regional total
Year two	\$18.4	\$82.6	\$48.1	\$149.1
Year three	\$54.4	\$143.5	\$96.2	\$294.1
% increase	196%	74%	100%	97%

Counties' spending in year three represented 95 percent of fiscal year 2023-24 tax revenue and 45 percent of total SHS resources, which includes tax revenue and prior year carryover.

Figure 12.7 County spending in year three compared with revenue and total resources (in millions)

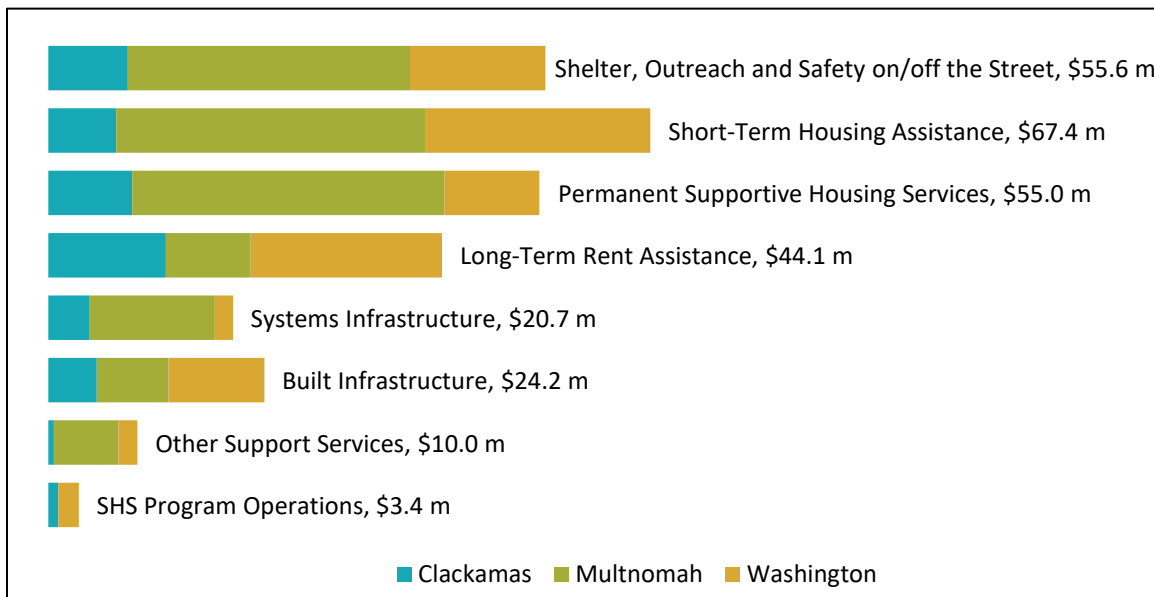
	Clackamas County	Multnomah County	Washington County	Regional total
FY 23-24 total resources	\$162.0	\$271.5	\$225.4	\$658.9
Program costs	\$54.4	\$143.5	\$96.2	\$294.1
Ending balance (incl. reserves)	\$107.6	\$128.0	\$129.2	\$364.8
% of FY 23-24 tax revenue spent	82%	102%	93%	95%
% of total SHS resources spent	34%	53%	43%	45%

Program expenditures

In year three, the largest program spending category was short-term housing assistance, which includes rapid rehousing and homelessness prevention services. This was followed

by shelter, outreach and safety on/off the street, closely followed by permanent supportive housing.

Figure 12.8 Regional year three program expenditures



Contingencies and reserves

In addition to program costs, counties allocate resources to contingency and reserve accounts. A minimum of 10 percent of budgeted program funds in a given fiscal year is required to be dedicated to a stabilization reserve in the event that revenue falls below budgeted estimates. Counties are required to allocate a minimum of 5 percent of annual program funds to the regional investment fund, most of which has been allocated into reserves pending development of the TCPB's regional implementation strategies. Counties may also allocate up to 5 percent of budgeted program funds to a contingency account to use in emergency situations or for unplanned program expenditures necessary for SHS service delivery. Counties may also allocate resources to other programmatic reserves.

In year three, Multnomah County allocated 7 percent of budgeted revenue into reserve and contingency accounts, Clackamas County allocated 11 percent, and Washington County allocated 57 percent based on anticipated actual expenditures in year three. The bulk of Washington County's allocation was to programmatic reserves for built infrastructure projects that were initiated in year three but will be completed in subsequent years.

County administrative costs

Metro recommends that each county's program administrative costs do not exceed 5 percent of SHS program revenue. This does not include the administrative costs of service providers or regional long-term rent assistance, which are tracked separately. In fiscal

year 2023-24, the counties' administrative costs represented 2.3 percent of SHS program revenue.

Figure 12.9 County administrative costs as a percentage of SHS program revenue

	Clackamas County	Multnomah County	Washington County	Regional total
% of SHS program revenue spent on admin costs	4.2%	1.6%	1.9%	2.3%

In addition to tracking the administrative cost caps and recommendations based on revenue, Metro also tracks administrative costs as a percentage of expenses. In fiscal year 2023-24, total regional administrative costs (including Metro's administrative costs) represented 4.7 percent of regional SHS program expenditures. The counties' administrative costs represented 2.4 percent of the counties' total SHS expenditures.

Figure 12.10 County administrative costs as a percentage of SHS expenditures

	Clackamas County	Multnomah County	Washington County	Regional total
% of SHS expenditures spent on admin costs	5.1%	1.6%	2.1%	2.4%

County administrative costs do not include the administrative costs of contracted service providers or regional long-term rent assistance. RLRA is administered by the housing authority of each county, separate from SHS. Metro recommends that administrative costs for RLRA not exceed 10 percent of annual RLRA expenses, and all counties were below this recommended limit.

Figure 12.11 Administrative costs for regional long-term rent assistance

	Clackamas County	Multnomah County	Washington County	Regional total
% of RLRA program costs that were for admin	4.5%	5.9%	1.9%	3.6%

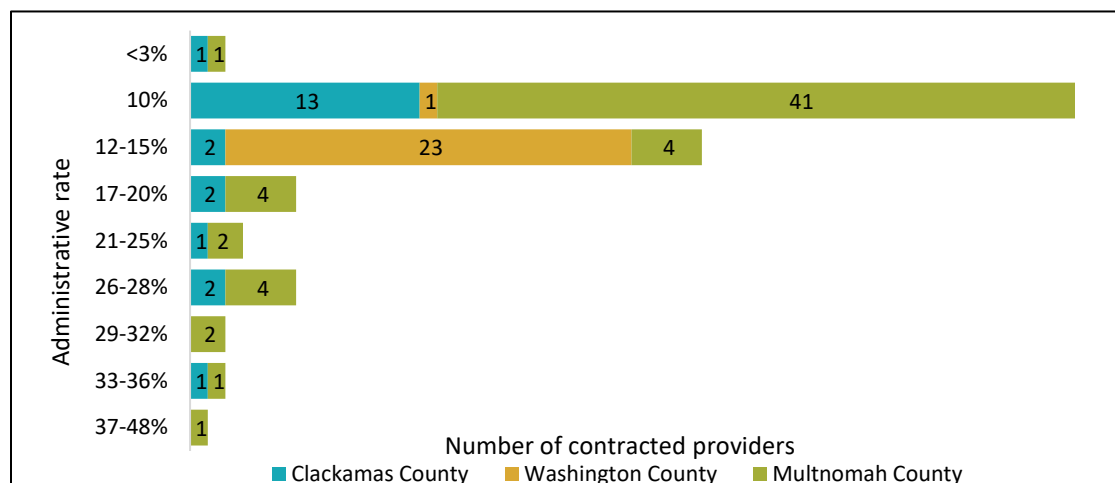
Provider administrative costs

The SHS work plan did not establish guidelines for provider administrative costs but charged the SHS oversight committee with monitoring the administrative rates for contracted providers and recommending the adoption of guidelines if needed.

Most of the counties' contracts with providers for SHS-funded services in year three used the county de minimis administrative rate. For fiscal year 2023-24, this rate was 10 percent in Clackamas and Multnomah counties and 12 percent in Washington County. (These rates may increase to 15 percent in upcoming fiscal years to align with updated federal guidance.) All other providers used negotiated indirect cost agreement rates or cost allocation plans, which ranged from less than 3 percent to 48 percent.

Across all three counties, the vast majority of providers (79 percent) had administrative rates between 10 and 15 percent.

Figure 12.12 Administrative rates for contracted providers



Counties' year three budgets and expenditures

Counties budget SHS resources based on a strategic assessment of program capacity and ongoing year-over-year costs for each new program or housing placement. As a result, annual budgets and expenditures do not necessarily utilize all available SHS resources in a given year. This is necessary to ensure there is sufficient funding to sustain current program levels and support long-term housing stability for households placed in permanent supportive housing.

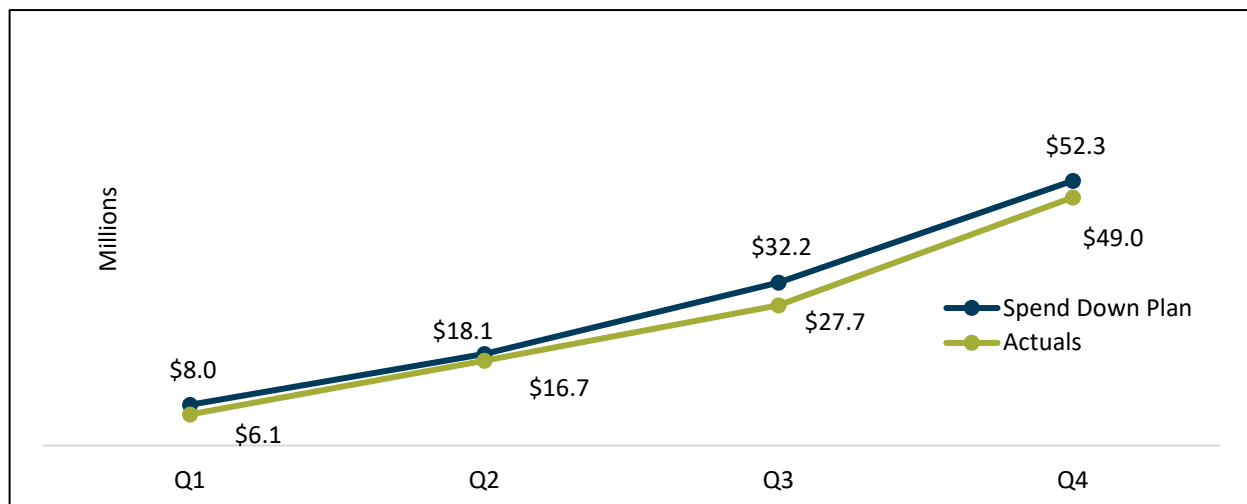
Clackamas County

Clackamas County budgeted a total of \$92.7 million in fiscal year 2023-24 based on anticipated SHS revenues and prior year carryover funds. The county spent \$54.4 million, which was 59 percent of its program budget. The county's goal was to spend 65 percent of its program budget, but actual expenditures fell below the goal due to two built infrastructure projects that took additional time to get underway. The county had an ending balance of \$107.6 million in resources at the end of year three.

The county began utilizing its carryover funds in year three to invest in five priority areas: regional strategies, expanding system capacity, upstream investments, short-term rent assistance and capital needs. All of the county's SHS funding has now been committed to new or upcoming programming. The county expects to see a decline in underspending and carryover as ongoing services and one-time investments fully ramp up over the next few years.

Figure 12.13 shows the county's planned program expenditures versus actuals for year three. The spend-down plan is based on the percentage of funding the county planned to spend each quarter on program costs. This does not include spending on built infrastructure, contingency or reserves. Clackamas County's program expenditures were slightly below its spend-down plan, with total actual expenditures at 94 percent of the expected amount.

Figure 12.13 Clackamas County year three spend-down plan versus actuals



Figures are cumulative and exclude built infrastructure.

Multnomah County

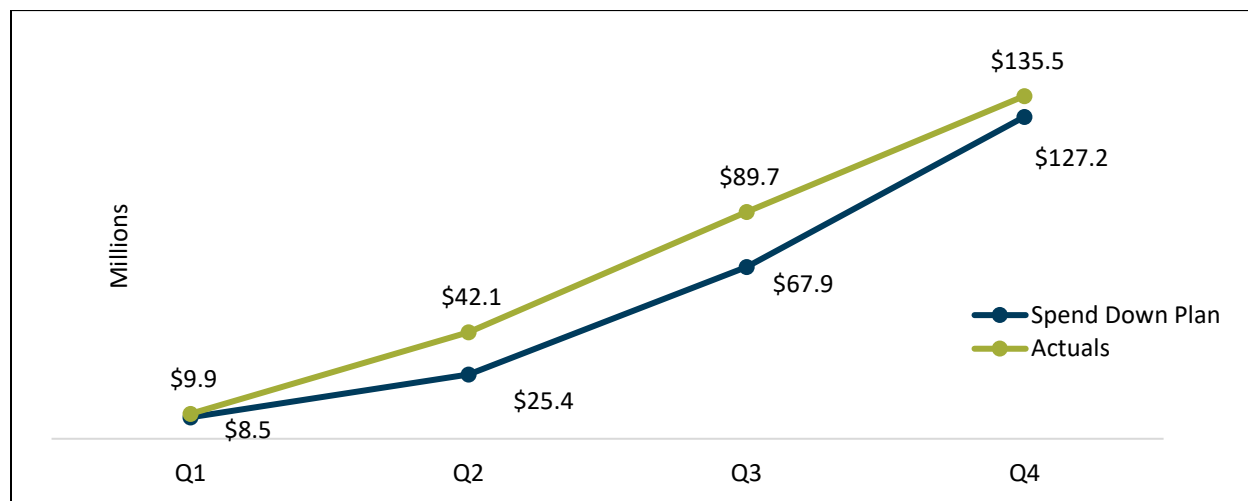
Multnomah County budgeted a total of \$190.1 million in fiscal year 2023-24 based on forecasted SHS revenue and prior year carryover funds. The county spent \$143.5 million, which represented 75 percent of its approved budget and more than 100 percent of fiscal year 2023-24 tax collections. The county had an ending balance of \$128.0 million in resources by the end of year three.

Carryover funding from previous fiscal years was used for strategic one-time only investments in year three, with the majority of carryover funding budgeted in shelter, street outreach, safety on and off the streets, and short-term housing assistance. Any carryover that was unspent in year three is included in the county's fiscal year 2024-25 budget.

The scale of Multnomah County's underspending in year two led Metro to initiate a corrective action plan that laid out a strategy and timeline for the county to distribute the unspent funds to address priority needs. The county met all the spending goals outlined in the corrective action plan by the end of year three.

Figure 12.14 shows the county's planned program expenditures versus actuals for year three. The spend-down plan is based on the percentage of funding the county planned to spend each quarter on program costs. This does not include spending on built infrastructure, contingency or reserves. Multnomah County's program expenditures exceeded its spend-down plan, with total actual expenditures at 106 percent of the expected amount.

Figure 12.14 Multnomah County year three spend-down plan versus actuals



Figures are cumulative and exclude built infrastructure.

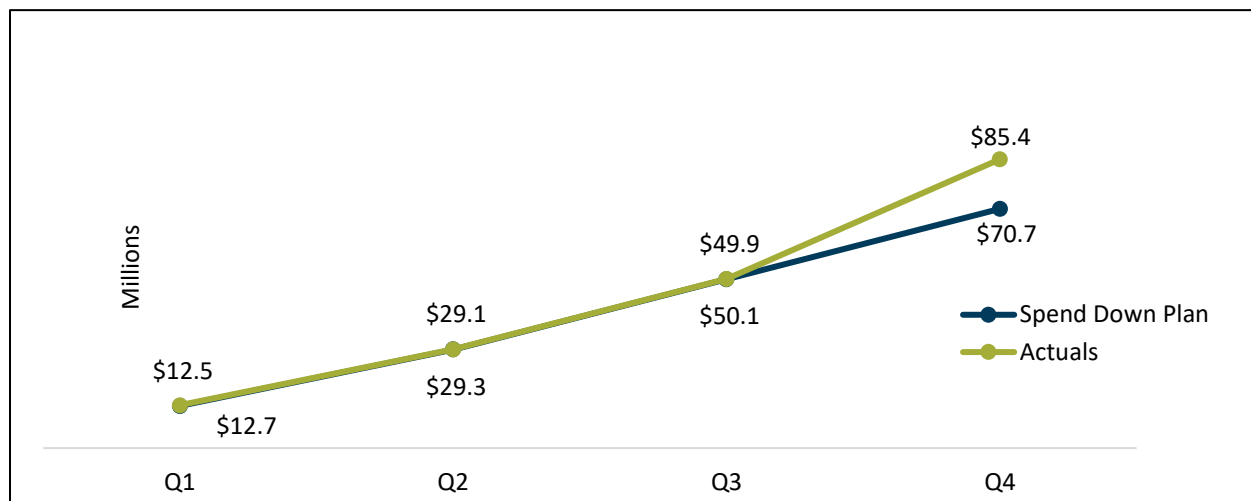
Washington County

Washington County originally budgeted \$86 million for fiscal year 2023-24 and amended the budget to \$96.2 million in response to Metro's fall 2023 revenue forecast. The county spent \$96.2 million, representing 100 percent of its approved budget. The county had an ending balance of \$129.2 million in resources by the end of year three.

In year three, carryover funds from the previous two program years were invested in eviction prevention services, shelter capital projects, technical assistance and capacity building grants for providers, and the development of an addiction treatment center. Remaining carryover funds are fully committed or assigned to one-time investments in eviction prevention and capacity building for providers, or capital investments in transitional housing, access centers and permanent emergency shelters.

Figure 12.15 shows the county's planned program expenditures versus actuals for year three. The spend-down plan is based on the percentage of funding the county planned to spend each quarter on program costs. This does not include spending on built infrastructure, contingency or reserves. Washington County's program expenditures exceeded its spend-down plan, with total actual expenditures at 121 percent of the expected amount.

Figure 12.15 Washington County year three spend-down plan versus actuals



Figures are cumulative and exclude built infrastructure.

Spending by population

The SHS fund serves two primary populations: Population A – defined as people who have experienced literal homelessness for extended periods of time, have a disability and little to no income, and Population B – defined as people who are experiencing or have a substantial risk of experiencing homelessness.

As defined by the SHS measure, 75 percent of SHS investments over the life of the fund are expected to be dedicated to meeting the housing and service needs of Population A, while 25 percent of the investments may be dedicated to housing and services that address the needs of Population B.

In preparation for the year three annual reports, Metro staff provided the counties with a financial reporting template and detailed guidance for reporting on Population A and B expenditures. The data submitted in counties' year three reports did not align with Metro guidance and revealed inconsistencies in the counties' service type categorizations, allocation methodologies, assumptions and definitions that made it impossible to roll up the data into a regional analysis. Work is underway to address these issues moving forward. As a first step, Metro and the counties developed a modified template for reporting year three data, which is summarized in Figure 12.16.

Figure 12.16 Fiscal year 2023-24 program area spending by Population A and B

	Clackamas County ³		Multnomah County		Washington County	
	Pop A	Pop B	Pop A	Pop B	Pop A	Pop B
Shelter, outreach and safety on/off the street	73%	27%	68%	32%	61%	39%
Short-term housing assistance	10%	90%	46%	54%	20%	80%
Permanent supportive housing services	74%	26%	85%	15%	78%	22%
Long-term rent assistance	74%	26%	92%	8%	78%	22%
Long-term rent assistance admin	74%	26%	92%	8%	78%	22%
Other supportive services			72%	28%	80%	20%
Total spending	61%	38%	71%	29%	55%	45%

Leverage

The services funded by the SHS tax are just one component of the region's broader homeless services system. In fiscal year 2023-24, the counties also budgeted an additional \$177.2 million in local, state and federal funding that supported services and outcomes not featured in this report. In Multnomah County, SHS represented 64 percent of fiscal year 2023-24 funding while in Clackamas and Washington counties it represented more than 90 percent.

Figure 12.17 Fiscal year 2023-24 funding for homeless services (in millions)

	Clackamas County	Multnomah County	Washington County	Regional total
SHS funding	162.0	271.5	225.4	658.9
Other funding	16.0	150.6	5.6	172.2
Total funding	178.0	422.1	230.9	831.1
% represented by SHS	91%	64%	98%	79%

Counties' non-SHS resources come from a range of local, state, federal and private funding sources. Some of the sources are common across all three counties while others are unique to a specific county. Examples include:

- Federal funding: Department of Housing and Urban Development Continuum of Care (HUD CoC), American Rescue Plan Act (ARPA), Emergency Solutions Grants, Emergency Housing Voucher

³ Clackamas County's Population A and B data for some programs are extrapolations due to incomplete data.

- State funding: Executive Order 23-02, House Bill 5019, Senate Bill 5511, State Homeless Assistance Program
- Local funding: County General Funds, City of Portland General Fund, Multnomah County Visitor Development Fund, Washington County Public Services Levy
- Other funding: Kaiser and Care Oregon grants, opioid settlement funding

These non-SHS funding sources support a wide range of programs including permanent supportive housing, rapid rehousing, rent assistance, transitional housing, shelter, outreach, supportive services, eviction prevention, safety services, housing and services for specific populations such as youth and veterans, recuperative care and housing for people with behavioral health needs.

Funding from these other sources expands the impact of SHS funding. For example, all three counties receive HUD CoC funding to support their Homeless Management Information Systems and coordinated entry systems. These systems are essential to the effective administration of SHS-funded housing and services.

Counties also leverage SHS funding to expand the impact of these other funding sources. For example, the influx of SHS funding in Clackamas County has made it possible to shift state and county resources to fund new services in historically underserved rural areas outside of Metro's boundary. Multnomah County has used SHS funding to support the staffing capacity needed to manage the disbursement of ARPA-funded rent assistance, enabling culturally specific organizations to effectively reach vulnerable populations to prevent evictions and stabilize families. Washington County is using SHS funding to replace temporary shelter capacity funded by other sources with permanent year-round shelters.

Non-displacement of funds

Metro's agreements with the three counties require that SHS funds do not displace existing county-provided general funds for supportive housing services. Counties' fiscal year 2023-24 financial reports submitted to Metro showed no displacement of funds.

LOOKING AHEAD

Metro staff will work in collaboration with the oversight committee, county partners, service providers and the tri-county planning body to move forward the oversight committee's 2025 recommendations while strengthening overall oversight and monitoring of the SHS fund over the upcoming year.

Metro's SHS team will provide the oversight committee with a comprehensive work plan by summer 2025 that summarizes next steps for advancing the committee's 2025 recommendations and implementing the elements from the committee's previous recommendations that have not yet been completed. To inform the work plan, Metro will facilitate a process for the committee to assess, update and re-prioritize its previous recommendations as needed.

Over the next year, Metro will provide the committee with regular reports on work plan progress to support the committee's oversight role.

EXHIBIT A: GLOSSARY OF TERMS

Administrative costs: Metro recommends no more than five percent of SHS program revenue to cover the costs of each county's program administration. County administrative costs are those related to managing the program, not delivering services. Examples include senior management personnel, accounting, insurance, procurement, and other costs that are not attributed to a particular SHS program or program delivery.

Carryover funds: Funding remaining from one fiscal year that is "carried over" and used in a future fiscal year. One-time carryover results from higher than expected revenue or lower than expected spending. Recurring carryover results from the timing of revenue flow, such as fourth quarter tax collections.

Contingency funds: An account that is established to provide resources for emergency situations or unplanned program expenditures that, if left unattended, could negatively impact service delivery. Counties may establish contingency accounts that do not exceed five percent of budgeted program funds in a given fiscal year.

Coordinated entry: A systemwide intake and assessment process that uses standardized tools to connect people experiencing a housing crisis to services and resources that best fit their specific situation and needs.

Homelessness: An individual or family who lacks a fixed, regular and adequate nighttime residence including:

- Individuals or families who are sharing the housing of others due to loss of housing, economic hardship or a similar reason; are living in motels, hotels, trailer parks or camping grounds due to the lack of alternative adequate accommodations; are living in emergency or transitional shelters; or are abandoned in hospitals.
- Individuals or families who have a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings. This includes individuals or families who are living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations or similar settings.

Local implementation plan (LIP): A plan developed through extensive community engagement that defines a county's priorities and goals for supportive housing services program activities and investments.

Measure 26-210: A ballot measure approved by voters in May 2020 that creates a new regional tax to fund supportive housing services.

Metro affordable housing bond: A 2018 voter-approved bond that provides capital funding to support affordable housing development across the region.

Metro supportive housing services work plan: A plan developed by Metro with community input to guide implementation of the regional fund.

Permanent supportive housing (PSH): Permanent housing with supportive services to assist people with a disability who have experienced long-term homelessness to achieve housing stability.

Populations A and B: The SHS fund serves two primary populations: 75 percent of SHS investments are expected to be dedicated to services for Population A, defined as people who are extremely low income, have one or more disabling conditions, and are experiencing or at imminent risk of experiencing long-term or frequent episodes of literal homelessness; 25 percent of SHS investments may be dedicated to services for Population B, defined as people who are experiencing or have a substantial risk of experiencing homelessness.

Procurement: The process by which county governments secure the services needed to support SHS implementation by identifying and contracting with qualified service providers. Each county's procurement procedures are strictly regulated to promote responsible stewardship of tax-funded resources.

Rapid rehousing: Programs that provide short and medium-term rent assistance, typically up to two years, with targeted services to help people who have recently fallen into homelessness to find and maintain stable housing.

Regional investment fund (RIF): A fund created through a five percent set-aside from each county to be used for regional supportive housing services strategies.

Regional long-term rent assistance (RLRA): A regional program that subsidizes the cost of rent so that households with very low incomes can afford housing.

Stabilization reserve: Counties are required to establish a stabilization reserve to protect ongoing services from the impact of revenue fluctuations. The target minimum reserve level is equal to 10 percent of budgeted program funds in a given fiscal year. Reserves must be fully funded within the first three years of implementation.

Supportive housing services regional oversight committee: A community committee established to provide transparent oversight of the supportive housing services fund on behalf of the Metro Council.

Tri-county planning body (TCPB): A community committee established to set regional priorities and guide implementation of the regional investment fund.

EXHIBIT B: SHS REGIONAL GOALS AND OUTCOME METRICS

Metro's supportive housing services work plan defines the SHS fund's regional 10-year goals and provides a set of detailed outcome metrics related to the goals. Comprehensive data on the goals and outcome metrics is included throughout the report by topic. The tables below provide an index of the goals and outcome metrics, how they are measured, and where those data are located in the report.

Housing stability

Regional goals

Goal	Data	Page
Housing equity is advanced by providing access to services and housing for Black, Indigenous and people of color at greater rates than Black, Indigenous and people of color experiencing homelessness.	Percentage of people of color experiencing homelessness compared with people served through SHS-funded housing placements and homelessness preventions	6-7, 34-36
Housing equity is advanced with housing stability outcomes (retention rates) for Black, Indigenous and people of color that are equal or better than housing stability outcomes for non-Hispanic whites.	Retention rates for households in SHS-funded permanent supportive housing and rapid rehousing disaggregated by race/ethnicity	7
The disparate rate of Black, Indigenous and people of color experiencing chronic homelessness is significantly reduced.	Percentage of people of color experiencing chronic homelessness compared with people of color in Population A served through SHS-funded housing placements and homelessness preventions	7-8

Outcome metrics

Outcome metric	Data	Page
Number of permanent supportive housing (PSH) units created and total capacity, compared to households in need of permanent supportive housing.	Number of SHS-funded PSH units/vouchers added since July 1, 2021 compared to number of households in need of PSH	9-10
Number of households experiencing housing instability or homelessness compared to households placed into stable housing each year. This will measure programmatic inflow and outflow.	Average monthly homeless services system inflow and outflow	10
	Race/ethnicity of people experiencing homelessness compared with people placed into stable housing	34-36
Number of housing placements and homelessness preventions, by housing intervention type and priority population type. This will measure people being served.	Number of housing placements and homelessness preventions by housing intervention type	11-14
	Housing placements and homelessness preventions by housing intervention type disaggregated by race/ethnicity	17-18

Outcome metric	Data	Page
	Housing placements and homelessness preventions by housing intervention type disaggregated by Populations A and B	16
Housing retention rates. This will measure if housing stability is achieved with supportive housing.	Retention rates in PSH and rapid rehousing	13-14
	Retention rates in PSH and rapid rehousing disaggregated by race/ethnicity	7
'Length of homelessness' and 'returns to homelessness'. These will measure how effectively the system is meeting the need over time.	Average length of time homeless for households served in SHS programs	16-17
	Average rate of returns to homelessness for households served in SHS programs	14
Funds and services leveraged through coordination with capital investments and other service systems such as healthcare, employment and criminal justice. This will measure leveraged impact of funding in each county.	Funds and services leveraged through coordination with capital investments and other service systems	26-28
	Funds and services leveraged through other local, state and federal funding sources	61-62

Equitable service delivery

Regional goals

Goal	Data	Page
Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs.	Number of culturally specific providers contracted with to provide SHS-funded services and total value of contracts over time	8, 20
	Investments in culturally specific organization capacity building and technical assistance	22-24
All supportive housing services providers work to build anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance.	Training, capacity building, technical assistance and monitoring of supportive housing services providers to ensure services are anti-racist, culturally responsive and gender-affirming	22-25, 32-34

Outcome metrics

Outcome metric	Data	Page
Scale of investments made through culturally specific service providers to measure increased capacity over time.	Number of culturally specific providers contracted with to provide SHS-funded services and total value of contracts over time	8, 20
Rates of pay for direct service roles and distribution of pay from lowest to highest paid staff by agency to measure equitable pay and livable wages.	Surveys of contracted providers' pay rates for direct service roles and distribution of pay	24

Diversity of staff by race, ethnicity, sexual orientation, gender identity, disability status and lived experience.	Surveys of contracted providers' staff diversity	33
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Engagement and decision making

Regional goals

Goal	Data	Page
Black, Indigenous and people of color are overrepresented on all decision-making and advisory bodies.	Representation by people of color in decision-making and advisory bodies	9, 33
Black, Indigenous and people of color and people with lived experience are engaged disproportionately to inform program design and decision making.	Representation by people of color and people with lived experience in opportunities to inform program design and decision making	34

Outcome metrics

Outcome metric	Data	Page
Percent of all advisory and oversight committee members who identify as Black, Indigenous and people of color or as having lived experience of housing instability or homelessness.	Percent of advisory and oversight committee members who identify as people of color or as having lived experience of housing instability or homelessness	9, 33

EXHIBIT C: PROGRESS REPORT ON OVERSIGHT COMMITTEE'S 2024 RECOMMENDATIONS (DECEMBER 2024)

PROGRESS TO DATE	
Complete	This task has been completed.
In progress	This task is underway.
On hold	This task is on hold.

Category 1: Regional communication and engagement

Strengthen understanding: Create and implement a robust regional communication strategy for the SHS fund that effectively reaches the broader community. The strategy should help the community understand the complexity of homelessness, the nature and goals of the SHS fund, and communicate progress, successes and challenges in a manner that is easily accessible and understandable by the general public. Metro should fund and lead the development of the regional strategy in collaboration with jurisdictions and nonprofit providers and manage the strategy's implementation.

The regional strategy should include:

- A timeline and roll out plan that reflect the urgency of the work
- Collaboration and coordination between Metro, counties and community-based partners to build on the communications work already happening at the county level, share learnings across jurisdictions and align on regional messaging
- Methods for getting the message out through a wide range of channels and mediums designed to reach diverse audiences
- A commitment to provide accurate and trustworthy regional data and information to the community
- Clear communication on progress in meeting the SHS fund's regional goals for housing placements and racial equity
- Communication support to counties and nonprofit providers in the form of technical assistance and access to the Metro communications team
- Incorporation of community engagement strategies to gather input and feedback, hear the perspectives of stakeholders and community members, and promote shared understanding

Task	Lead(s)	Timeline and deliverables	Progress to date
Create communication strategy	Metro staff (communications)	Winter 2025 – Strategy created (with consultant – see above)	This is ongoing work in collaboration with the consultant, who will be brought on in winter 2025.
Contract with external communications experts to help design campaign	Metro staff (communications)	Early Winter 2025 – RFQU released Jan/Feb 2025 (tentative) – Plan drafted for stakeholder review	The RFQU is being finalized now. It is expected to be released Winter 2025.

Implement communication strategy	Metro staff (communications)	Spring 2025 – Strategy fully implemented	This work will advance once the strategy, to be developed by Metro with the support of the consultant, is developed.
Offer communication support to jurisdictions and nonprofit providers	Metro staff (communications)	Ongoing	In addition to collaborating as part of the development of the larger strategic communications plan, Metro is engaging with county partners regularly to discuss updates, additional opportunities for collaboration, and needs. Metro is about to reconvene a broader regional housing communications quarterly meeting that includes Clackamas, Multnomah and Washington counties, Beaverton, Hillsboro, Portland, Home Forward and HUD. The meetings will consist of expert panels and presentations followed by group discussions around regional communications strategies.

Category 2: Financial and data transparency and accountability

Optimize financial reporting: Strengthen strategic oversight and accountability by improving the quality, clarity and consistency of regional financial reporting. Priority areas for Metro's work include:

- Work with counties to lead the development of tools, definitions and methodologies for measuring and reporting on spending by Populations A and B and release guidance to ensure accurate and reliable data are provided in counties' year three annual reports
- Support the development of tools and methodologies for tracking future financial obligations such as long-term rental assistance payments
- Align financial reporting categories with programmatic reporting to support analysis and oversight
- Provide clearer information to the oversight committee on allocations of SHS funding to reserves and contingencies
- Expand reporting to the oversight committee on tax collections to include collection challenges

Task	Lead(s)	Timeline and deliverables	Progress to date
Development of tools, definitions and methodologies for measuring and reporting on spending by Populations A and B	Metro staff (oversight and accountability)	April / May 2024 – Tools and definitions / methodologies developed October 2024 – FY24 reports due	Metro provided the counties with definitions and methodologies for measuring and reporting on spending by Populations A and B in June 2024. Updated financial reporting was required by counties for FY24 annual reports. Other improvements, including changes to standardized data collection in HMIS, are underway and will be included in FY25 annual reports.
Release guidance for Populations A and B in FY24 annual reports	Metro staff (oversight and accountability)	May 2024 – Fully incorporated into annual reporting templates	The annual report template was updated and shared with the counties at the end of June for use in FY24 annual reports.
Support the development of tools and methodologies for tracking future financial obligations such as long-term rental assistance payments	Metro staff (finance)	Fall 2024 – Financial planning tool developed Spring 2025 – Presentation from CSH	Metro has contracted with the Corporation for Supportive Housing (CSH) to support our emerging PSH work, including forecasting costs of PSH more broadly. CSH and staff are currently working to finalize a financial planning tool that will help us scope PSH funding across the region. This information will be presented to the oversight committee in spring FY25.
Align financial reporting categories with programmatic reporting to support analysis and oversight	Metro staff (oversight and accountability)	Summer 2024 – Financial workbook is updated	The financial workbook has been updated for FY25.

Provide clearer information to the oversight committee on allocations of SHS funding to reserves and contingencies	Metro staff (finance)	May 2024 – Incorporated into financial reporting	More information on allocation of SHS funding to reserves and contingencies was included in the FY24 Q3 financial reports. It is now shared on a quarterly basis.
Expand reporting to the oversight committee on tax collections to include collection challenges	Metro staff (finance)	May 2024 – Incorporated into financial reporting	The finance team is identifying these issues and communicating with the committee through monthly tax collection and disbursement updates as challenges come up.
<p>Enhance data integrity: Strengthen the accuracy, reliability and consistency of program data to support regional analysis and oversight. Priority areas for Metro’s work include:</p> <ul style="list-style-type: none"> • Provide up-front guidance and support to counties on definitions and methodologies to increase the accuracy, reliability and consistency of quarterly and annual reports • Clearly define the SHS fund’s 10-year goals and align programmatic reporting and definitions with the goals to support clearer tracking on progress • Strengthen regional methodologies for contextualizing SHS outcomes in relation to overall regional and county-level need; this includes calculating returns to homelessness, inflow and outflow, and methodologies for comparing SHS data with homeless population data • Incorporate methodologies and tools into reporting templates to capture data on street outreach including contact rates, coverage, and placement in housing and services • Provide user friendly summary information on program data and quarterly report progress to support the committee’s oversight role • Work with the counties to develop systems and technologies for regional data collection that meet the needs of providers and counties while supporting Metro’s regional oversight responsibilities 			
Task	Lead(s)	Timeline and deliverables	Progress to date
Provide up-front guidance and support to counties on definitions and methodologies to increase the accuracy, reliability and consistency of quarterly and annual reports	Metro staff (oversight and accountability)	Ongoing	<p>The annual report template was updated with clearer definitions and methodologies for counties to use for their FY24 annual reports, which Metro received in October 2024.</p> <p>Data staff will continue to refine guidance as need arises. One recent example of this work is how Metro and the counties have aligned with how shelter units are being reported, counted and displayed regionally.</p>
Clearly define the SHS fund’s 10-year goals and align programmatic reporting and	Metro staff (oversight and accountability)	July 2024 – All tools reflect clearer goals	This work has been done. The counties received communication on this update at the end of June.

definitions with the goals to support clearer tracking on progress			
Strengthen regional methodologies for contextualizing SHS outcomes in relation to overall regional and county-level need	Metro staff (oversight and accountability)	Ongoing	<p>The annual report template was updated to provide much clearer regional methodologies to counties. PIT (point in time count) estimates which align with SHS race and ethnicity reporting were obtained from the Homelessness Research and Action Collaborative, and counties are beginning to standardize equity analyses using American Community Survey data.</p> <p>Data staff will continue to refine guidance as need arises.</p>
Incorporate methodologies and tools into reporting templates to capture data on street outreach including contact rates, coverage, and placement in housing and services	Metro staff (oversight and accountability)	<p>June 2024 – Annual reporting template updated</p> <p>October 2024 – Quarterly reporting template update</p>	<p>The annual report template was updated with clearer outreach system capacity, contacts and outcomes.</p> <p>Quarterly reporting templates were updated in fall 2024 and include number of people served and number of people engaged in street outreach. The oversight committee will begin to see these changes in the FY25 Q2 report in February.</p> <p>Metro will get street outreach data through the Data Use Agreement as well, which will be executed in 2025.</p>
Provide user friendly summary information on program data and quarterly report progress to support the committee's oversight role	Metro staff (oversight and accountability)	Ongoing	<p>The quarterly reporting template has been updated with more informative summary measures of program activity. Data visualizations and dashboards have been developed within the SHS oversight and accountability team, and work is underway to begin supplying them to stakeholders including Metro management, the Metro Council, and the oversight committee in FY25.</p> <p>The progress dashboard was updated to achieve closer alignment with auditor recommendations and more accurately track counties' progress and SHS outcomes, including the shift to displaying households instead of people served.</p>

Work with the counties to develop systems and technologies for regional data collection	Metro staff (oversight and accountability)	Ongoing	<p>This work has started with providing regional HMIS data collection guidance for counting Population A and B with distinct HMIS data elements. Other work includes continued conversations around reporting specifications for counting 'households' regionally and moving away from the 'alone or in combination' method for race/ethnicity counting.</p> <p>The SHS oversight and accountability team has been collaborating with and attending all of the Housing and Health Care integration sessions, with the goal of moving towards a more regional coordinated entry system. The regionalization of this work includes HMIS data elements, HMIS visibility settings, and collecting client characteristics on Population A and B.</p>
<p>Evaluate to inform improvement: Evaluate regional progress and refine strategies and goals as needed to maximize SHS outcomes. Priorities for Metro's work include:</p> <ul style="list-style-type: none"> • Support the collection and analysis of process and outcome metrics to inform continuous improvement in program design, strategy refinement and data-driven decision making • Develop a framework for assessing service quality, service delivery methods and fidelity to established standards of practice to identify areas for improvement • Develop a framework for assessing the SHS fund's progress in achieving its racial equity goals at a regional level 			
Task	Lead(s)	Timeline and deliverables	Progress to date
Support the collection and analysis of process and outcome metrics	Metro staff (oversight and accountability)	<p>October 2024 – Template updated</p> <p>February 2025 – First updated quarterly report received</p>	The quarterly reporting template has been updated to include more substantive process and outcome data from the counties. The oversight committee will begin to see these changes in the FY25 Q2 report in February.
Develop a framework for assessing service quality, service delivery methods and fidelity to established standards of practice	Metro staff (oversight and accountability)	<p>May 2024 – Contract executed with Portland State University</p> <p>Fall 2024 – Monitoring policies finalized</p>	In addition to the monitoring work that Metro will begin winter 2025, which will enable us to assess, among other things, service delivery methods and fidelity to established standards of practice, Metro housing is also developing a performance measure to measure quality of services provided. This work will happen through a contract with PSU's Homelessness Research and Action

		Winter 2025 – Monitoring to begin	Collaborative. This scope of work, including the timeline, is being built out.
Develop a framework for assessing the SHS fund's progress in achieving its racial equity goals	Metro staff (oversight and accountability)	Ongoing	The Metro housing department hired an equity manager in February 2024. The department is working to develop a process for utilizing a racial equity lens tool (RELT) for all decision making across the department and a framework for assessing the department's process toward achieving its equity goals. Once a more detailed timeline is developed, it will be shared.

Category 3: Workforce and capacity issues

Address providers' workforce and capacity needs: Develop a regional work plan reflective of community-identified needs with timelines that incorporate short-term and long-term strategies for addressing workforce and capacity issues. The work plan should consider the following:

- Multi-year capacity building investments
- Regional training and capacity building support for providers
- A particular focus on meeting the needs of small, emerging and culturally specific providers
- An assessment of the current guidelines for allocation and use of administrative funds to ensure that providers' expenses necessary to administer SHS programs are covered
- Regional strategies to support livable wages for direct service staff
- Additional supports for existing staff (e.g. mental health and wellbeing) to increase staff retention
- A framework for regular monitoring and evaluation

Task	Lead(s)	Timeline and deliverables	Progress to date
Develop a regional work plan	Metro staff (regional capacity)	<p>July 2024 – Regional capacity team fully staffed (6 FTE)</p> <p>November 2024 – Draft recommendations to TPCB</p> <p>December 2024 – Informational presentation to oversight committee</p> <p>March 2025 – Implementation plan presented to oversight committee</p>	<p>The Metro regional capacity team continues to work to scale up and improve systems capacity for the region's homeless services providers. In July, the qualified vendor list for the tri-county Metro request for qualifications was posted and 67 businesses, service providers and consultants qualified to provide services. This list will serve as the basis for regional technical assistance work in the coming years.</p> <p>The team is also developing a baseline of trainings, skill sets and learning outcomes to support incoming frontline housing and homeless service workers. Research is underway that includes meeting with all the region's local colleges, community colleges, universities and workforce boards to identify potential pathways for an existing or new program, as well as identifying the trainings and skillsets that providers and jurisdictions believe are necessary for incoming workers to have access to.</p> <p>Additionally, the team is launching a technical assistance demonstration project focused on adding capacity to the region's permanent supportive housing providers and measuring effectiveness of technical assistance</p>

			interventions with a focus on the needs of residents of color in permanent supportive housing buildings.
Provide multi-year capacity building funding: Develop and implement a regional strategy for providing multi-year capacity building investments for service providers: <ul style="list-style-type: none"> • Complete Metro’s feasibility assessment with the counties to determine how multi-year capacity building investments can be made • Work collaboratively with counties to problem solve to address any administrative hurdles to developing multi-year grants • Design a regional strategy to provide multi-year capacity building investments for service providers, with a particular focus on culturally specific, small and emerging providers • Report back to the committee with funding requirements, expected outcomes, potential funding commitments and an implementation timeline 			
Task	Lead(s)	Timeline and deliverables	Progress to date
Work collaboratively with counties to problem solve to address any administrative hurdles to developing multi-year grants	County partners	FY 2024 – Develop and implement multi-year capacity building investments	<p>In FY24, the counties were at different stages with this work. Clackamas County provided multi-year contracts/investments to providers, and in FY25, Washington County plans to make high-performing organizations (based on the county’s annual performance evaluation) eligible to receive multi-year contracts in the form of three-year contract allocations. Multnomah County explored opportunities for multi-year capacity building funds.</p> <p>Metro and the counties will continue to explore opportunities and challenges with the expansion of this work.</p>
Institute livable wages: Address service provider wage/compensation equity to provide better guidance to county partners in meeting their SHS equity goals and to develop more consistency in wage standards across the region: <ul style="list-style-type: none"> • Develop strategies in collaboration with jurisdictions and local and state stakeholders that take into account the distinct context and challenges of implementation in each county • Prioritize the needs of small, emerging and culturally specific providers • Work collaboratively with counties to problem-solve strategies to address any administrative hurdles to providing county contracts that enable service providers to pay livable wages to direct service staff 			

Task	Lead(s)	Timeline and deliverables	Progress to date
Develop strategies in collaboration with jurisdictions and local and state stakeholders that prioritize the needs of small, emerging and culturally specific providers	Tri-county planning body	<p>June/July 2024 – National scan and preliminary concepts presented to TCPB along with county updates</p> <p>February/March 2025 – Update provided to oversight committee</p> <p>Spring/Summer 2025 – Implementation plan presented to oversight committee</p>	Metro is working with Homebase, counties and partners to develop strategies in support of this TCPB goal: “County contracts for SHS funded agencies and providers will establish standards throughout the region to achieve livable wages for direct service staff.” In September 2024, a tri-county workgroup was launched to draft a regional plan. The Employee Recruitment and Retention regional implementation plan is currently scheduled to be written and come to the TCPB for approval in May 2025, followed by review and approval by the oversight committee. Outreach and engagement with providers and local and state workforce entities is ongoing. The workgroup is monitoring other state contracting-related initiatives that would support this goal area.
Work collaboratively with counties to problem-solve strategies to address any administrative hurdles	Tri-county planning body		Pending the development of strategies.
<p><u>Streamline county administrative practices:</u> Work collaboratively with the counties to support the development of systems for managing procurements, contracts and spending that match the urgency of the crisis. This includes:</p> <ul style="list-style-type: none"> • Creating more nimble and responsive administrative practices that are able to leverage the SHS fund’s unprecedented flexibility • Streamlining contract administration practices to better support provider capacity and expedite program implementation • Promoting payment practices that provide up front funding to support program start-up costs and expedited payments during implementation, particularly for small, emerging and culturally specific providers 			
Task	Lead(s)	Timeline and deliverables	Progress to date
Identify needs within current systems	County partners		The counties recognized the needs and improved their contract administration processes. Washington County made improvements in FY24 to streamline the invoice process and reduced the average invoice processing time down to 18 days. Clackamas County reported that in FY24, Housing and Community Development paid 82% of invoices within a 30-day period. For Multnomah County, the Joint Office was recognized for leading the county in

			timely invoice payments; in May 2024, about 94% of invoices were paid within their contract’s payment terms. Metro and the counties will continue to evaluate progress and challenges in this area, and develop additional strategies as needed.
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Category 4: Program expansions

Expand access to health and behavioral health services: Continue work to identify and implement regional strategies that facilitate integration of health services, with a focus on behavioral health including mental health and recovery support services:

- Prioritize the needs of people of color and LGBTQ+ households in accessing health and behavioral health services
- Integrate health and behavioral health services into outreach, shelter, housing navigation, short-term housing and permanent housing, including strengthening crisis and long-term supports
- Continue to provide regional oversight and coordination to strengthen system-level integration and support county and program-level integration strategies
- Expand reporting on ongoing work to integrate health and behavioral health services in SHS programming at all levels (project-level, county-level and regional)

Task	Lead(s)	Timeline and deliverables	Progress to date
Identify regional strategies	Tri-county planning body	<p>July 2024 – Landscape review complete</p> <p>January 2025 – Update provided to oversight committee</p> <p>February 2025 – Implementation plan presented to oversight committee (tentative)</p>	The regional planning workgroup with Health Share, counties, and Metro, with support from Homebase, has begun drafting a regional implementation plan using a shortlist of potential strategies. The TCPB goal is “Greater alignment and long-term partnerships with healthcare systems that meaningfully benefit people experiencing homelessness and the systems that serve them.” The implementation plan will focus on a few key regional opportunities to support, supplement, and advance existing health and housing system alignment initiatives. The draft implementation plan will be refined over the coming months with regional leadership, providers, and other partners. The plan is currently scheduled to come to the TCPB for approval in January 2025, followed by an update to the oversight committee in January and a vote in February.
Implement regional strategies	Tri-county planning body		Pending the development of strategies.

Strengthen implementation of new programs: Monitor implementation of new and expanded program areas to support accountability and effectiveness:

- Monitor program areas that did not meet regional or county-level year-two goals, particularly rapid rehousing, to assess whether they will meet their goals in year three and provide oversight and problem-solving support as needed

<ul style="list-style-type: none"> Monitor cross-sector alignment and programming to assess the need for regional strategies to support integration of wraparound supports such as employment, workforce and education 			
Monitor and assess program areas that did not meet regional or county-level year-two goals	Metro staff (oversight and accountability)	Fall 2024 – Monitoring policies finalized Winter 2025 – Monitoring to begin	Metro increased its quality improvement and data capacity significantly in FY24. In addition to more thorough analysis of quarterly and annual reports as they relate to county-level and regional goals, Metro will start more in-depth monitoring of the counties in winter 2025.
Monitor and assess cross-sector alignment and programming	Metro staff (oversight and accountability)		In addition to the opportunities for increased assessment of programming through monitoring, Metro staff has already increased our assessment of quarterly progress, challenges, and concerns. Each county receives a performance review letter from Metro each quarter with clarifying questions, requests for additional data, and overall assessment from Metro. Needs for additional quarterly monitoring will be assessed once the updated quarterly reporting template is in place and updated reports are received from the counties in February 2025.

Category 5: Outreach

Promote comprehensive outreach: Increase the visible impact of SHS investments through outreach strategies that are scaled to match the need:

- Provide information to support the oversight committee's monitoring of counties' outreach work, including the scale and scope of outreach efforts, who is being reached and the outcomes
- Work collaboratively with counties to identify opportunities to expand outreach strategies as needed to support a robust regional infrastructure for reaching the unsheltered population and connecting them with services

Task	Lead(s)	Timeline and deliverables	Progress to date
Provide information to support the oversight committee's monitoring of counties' outreach work	County partners	<p>February 2024 – Updated annual work plan template released</p> <p>September 2024 – FY25 work plans finalized</p> <p>October 2024 – Updated quarterly reporting template released</p> <p>February 2025 – Improved outreach data included in quarterly reports</p>	<p>Starting with FY25, the counties all provided outreach goals in their annual work plans. The quarterly reporting template has been updated to include outreach progress, including number of people / households served, demographic data, and funds spent.</p> <p>The oversight committee will begin to see this data in the FY25 Q2 report in February.</p>
Work collaboratively with counties to identify opportunities to expand outreach strategies as needed	County partners		Pending more data and analysis of outreach strategies starting FY25 Q2.

EXHIBIT D: PROGRESS REPORT ON TRI-COUNTY PLANNING BODY REGIONAL GOALS (DECEMBER 2024)

Healthcare system alignment

Goal: Greater alignment and long-term partnerships with healthcare systems that meaningfully benefit people experiencing homelessness and the systems that serve them.

Work to date: Metro, the counties and Health Share collaborated during 2024 to develop regional strategies to advance existing work to better integrate healthcare and housing across the region. This regional collaboration will launch in 2025 with strong momentum to accelerate work already underway to leverage Medicaid funding, establish regional care coordination and cross-sector case conferencing, advance data-sharing infrastructure and more. This systems change effort will better connect people to care and establish pathways and partnerships between systems to address the physical and behavioral health needs of SHS populations.

Employee recruitment and retention

Goal: County contracts for SHS-funded agencies and providers will establish standards throughout the region to achieve livable wages for direct service staff.

Work to date: Metro and the counties are working to develop regional strategies to address this urgent and challenging goal. They are exploring ways to build on and regionalize progress already made by the counties on employee recruitment and retention, including contract standards, capacity building and more, while recognizing that this is a systemic issue that exceeds currently available resources.

Regional coordinated entry

Goal: Coordinated entry is more accessible, equitable and efficient for staff and clients.

Work to date: Coordinated entry is the system through which people experiencing homelessness are connected to all available housing resources. The TCPB approved the [Coordinated Entry Regional Implementation Plan](#) on October 9, 2024. The plan was developed with Metro and county partners, and includes the following four strategies: regionalize visibility of participant data, align assessment questions, regionalize approaches to prioritization of racial equity, and regionalize an approach to case conferencing. Work on all four of these strategies is ongoing.

Regional landlord recruitment

Goal: Increase the availability of readily accessible and appropriate housing units for service providers.

Work to date: The TCPB approved the [Landlord Recruitment and Retention Regional Implementation Plan](#) on March 13, 2024. The plan was developed with Metro and county partners, and includes the following five strategies: communication and education, align financial incentives, tracking and access to unit inventory, prioritize quality problem-solving services, investigate needs for property management. Work on all five of these strategies is ongoing.

Training

Goal: Service providers have access to the knowledge and skills required to operate at a high level of program functionality; the needs of culturally specific providers will be prioritized through all program design.

Work to date: Collaborating closely with county partners, Metro's regional capacity team has begun a research project to identify training pathways to ensure frontline housing and homeless service providers have access to the high-quality trainings they need to support clients. This has included surveying staff from Metro and county partners to identify the trainings and skills they believe are needed for service workers early in their careers, getting provider feedback on those training areas, and developing a research paper that analyzes the current training and educational landscape and identifies potential avenues (like post-secondary education) for scaling up trainings or developing a new certification for frontline workers. In 2025, the team will be testing the efficacy of on-demand trainings offered by Corporation for Supportive Housing and National Alliance to End Homelessness through a limited pilot project pairing a supervisor and frontline worker at 10 agencies throughout the region with seven on-demand trainings.

Technical assistance

Goal: Organizations have access to the technical assistance required to operate at a high level of organization functionality; the needs of culturally specific providers will be prioritized through all program design.

Work to date: Each of the counties has developed a process for providers to access technical assistance in areas like human resources, finance and more. A key goal of Metro in this work is to add value and not duplicate services. Working closely with the counties, Metro's regional capacity team led and project managed a first of its kind request for qualifications for technical assistance providers that all four jurisdictions can now draw from. Metro is also spearheading a permanent supportive housing (PSH) technical assistance demonstration and research project, which aims to identify the strengths of PSH providers, benchmark their work to national best practices, and inform Metro's broader policy work to regionalize PSH implementation while helping to identify future pathways for technical assistance by pairing four PSH service providers from across the region with technical assistance consultants over the course of six months.

EXHIBIT E: COUNTIES' QUARTERLY AND ANNUAL REPORTS

Fiscal year 2023-24 SHS quarterly reports

Quarter 1

- [Clackamas County](#)
- [Multnomah County](#)
- [Washington County](#)

Quarter 2

- [Clackamas County](#)
- [Multnomah County](#)
- [Washington County](#)

Quarter 3

- [Clackamas County](#)
- [Multnomah County](#)
- [Washington County](#)

Quarter 4

- [Clackamas County](#)
- [Multnomah County](#)
- [Washington County](#)

Fiscal year 2023-24 SHS annual reports

- [Clackamas County](#)
- [Multnomah County](#)
- [Washington County](#)

EXHIBIT F: SHS REGIONAL ANNUAL FINANCIAL REPORT

FY 2023-24 Annual Financial Report

July 2023 – June 2024

Metro designed this financial report to provide the information necessary for the SHS oversight committee to monitor the financial aspects of the program. It includes details on tax collections and disbursements, county partner expenses, tax collection costs and administrative costs.

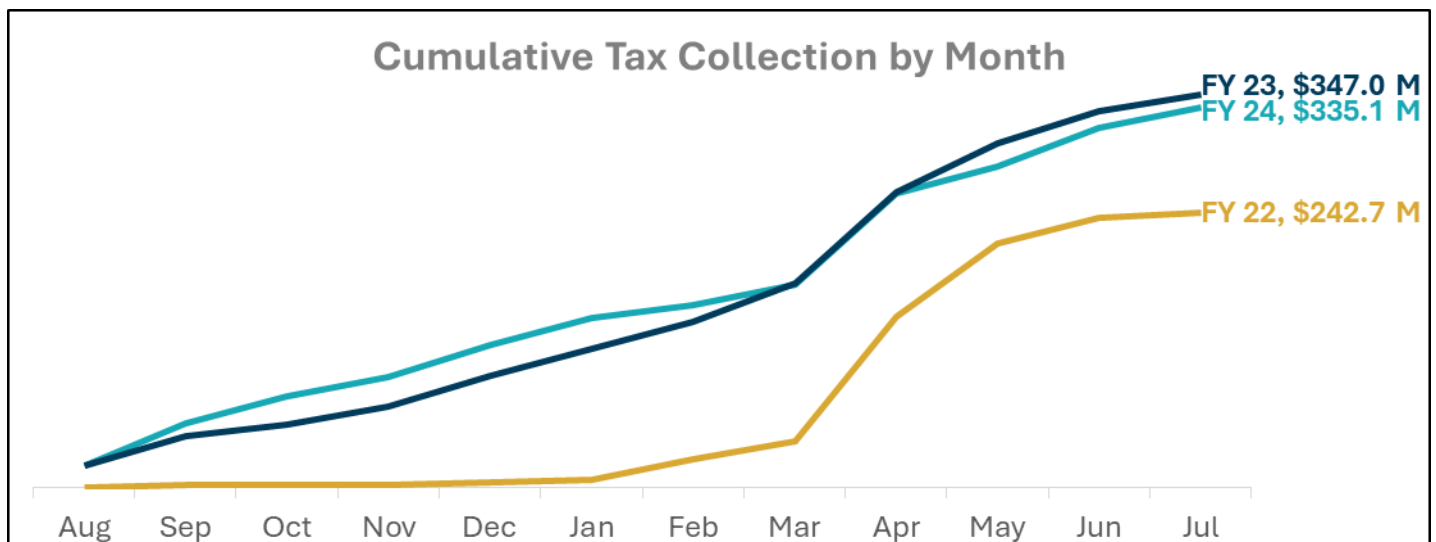
Year 3 Annual Financial Overview

Fiscal year (FY) 2023-24 represented the third full year of Supportive Housing Services Taxes collections. In fall 2023, Metro [provided a forecast](#) with more aggressive revenue estimates based on tax collections in the prior two years, the growth of the higher-income tax base indicated by state return data, and high revenue numbers early in the 2023-24 fiscal year. The year-end revenue number of \$335.1 million is about 6% lower than the fall 2023 forecast, which is within the margin of error that should be expected for these taxes. Likely, the single largest contributing factor was that the local economy has performed worse than anticipated a year ago, especially considering the nationwide growth that has occurred over the last 12-18 months. More information is available in the [FY 2023-24 fiscal year-end report](#).

Original Budget	\$234,100,000
Fall 2023 Forecast	\$356,700,000
FY 2023-24 Actual Collections	\$335,136,020
<i>Deviation from latest forecast</i>	<i>(\$21,563,980) (6%)</i>

Tax Collections

The following chart illustrates the trajectory of cumulative tax revenue collections for each fiscal year, which is shown as August to July (the month in which the revenue is collected



by the tax administrator) in alignment with generally accepted accounting principles.⁴ After a very strong start, prompting the increase in forecasted revenue, FY 2023-24 collections were slightly lower than the prior year. However, tax revenue was still notably higher than originally budgeted. Counties' FY 2023-24 revenue totals include \$309.8 million in tax collections and almost \$350 million in prior year carryover plus other revenue (interest, grants and miscellaneous).

Tax Revenue Summary			
	FY 24 Budget	YTD Actuals	% of Budget
Tax Revenue (Including Interest)	234,100,000	335,846,858	143%
Tax Collection Costs (Amount Retained)	10,801,686	8,956,429	83%
Adjustment to Administrator Reserves	-	800,000	N/A
Net Tax Revenue	223,298,314	326,090,429	146%
Metro Admin Allowance (5%)	11,163,314	16,304,521	146%
County Partner Revenue	212,135,000	309,785,908	146%
Multnomah County	96,167,867	140,436,278	146%
Washington County	70,711,667	103,261,969	146%
Clackamas County	45,255,467	66,087,660	146%

Actual tax collection costs were lower than anticipated, and Metro will true-up the amount retained in FY 2024-25 (consistent with prior practice).

Tax Collection Costs			
	FY 24 Budget	YTD Actuals	% of Budget
Tax Collection Costs	10,801,686	8,863,310	82%
Personnel	5,026,047	4,353,578	87%
Software	3,602,815	3,480,948	97%
Other M&S	1,382,414	1,028,784	74%
Contingency	790,410	-	0%

⁴ Tax collections are on an accrual accounting basis and reflect collections received by Metro and disbursed to county partners from September 2023 – August 2024. Tax collections by the tax administrator through July 2023, received by Metro and disbursed to county partners in August 2023, are recorded in FY23 since these tax payments are for income earned during that fiscal year. These figures are tax revenue only and do not include interest.

Administrative & Oversight Costs

The Supportive Housing Services Measure allows for up to 5% of net tax collections to cover the cost of Metro program administration and oversight. This includes the SHS team, as well as supporting operations like finance, legal, communications, IT and HR. Metro's expenditures are expected to ramp up over time as staff are hired into currently budgeted positions. Metro will continue to use carryover funds to support program growth in FY 2024-25, including one-time investments to provide necessary capacity for new and growing bodies of work and programmatic opportunities.

Metro Administrative Costs			
	FY 24 Budget	YTD Actuals	% of Budget
Prior Year Carryover	14,778,601	21,999,875	149%
YTD Admin Allowance (5%)	11,163,314	16,304,521	146%
Interest Earnings	300,000	971,150	324%
Total Resources	26,241,915	39,275,547	150%
Direct Personnel	5,416,344	2,708,611	50%
Materials & Services	3,306,251	1,090,429	33%
Indirect Costs (Allocation Plan)	3,370,894	3,370,894	100%
Contingency	-	-	N/A
Expense & Contingency	12,093,489	7,169,934	59%
Carryover to next period	14,148,426	32,105,613	

Metro recommends that each county's program administrative costs do not exceed 5% of SHS program revenue. This does not include the administrative costs of service providers or Regional Long-Term Rent Assistance (RLRA), which is tracked separately.

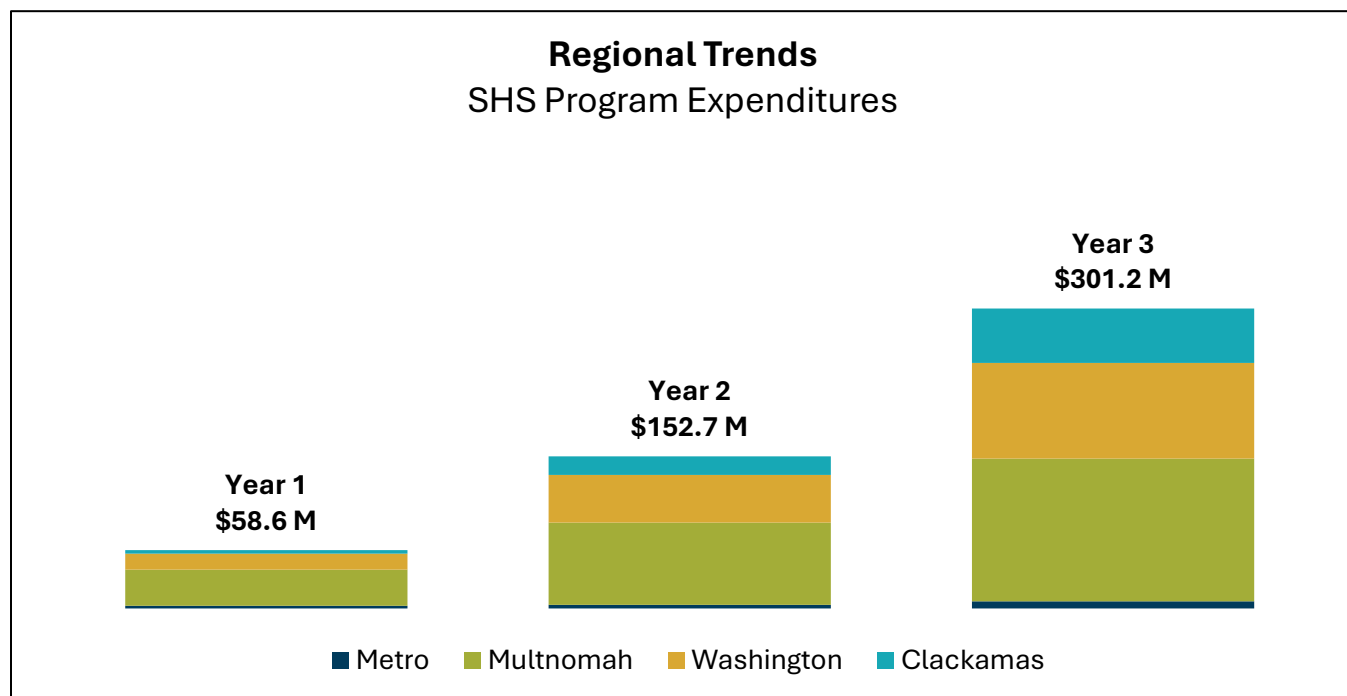
County SHS Administrative Costs				
	Clackamas County	Multnomah County	Washington County	Total
County Administrative Costs	2,796,445	2,234,769	1,989,490	7,020,704
% of SHS program revenue (recommended limit is 5%)	4%	2%	2%	2%

Long-term Rent Assistance Administrative Costs				
	Clackamas County	Multnomah County	Washington County	Total
RLRA Administrative Costs	624,213	597,194	424,089	1,645,496
% of RLRA costs (recommended limit is 10%)	5%	6%	2%	4%

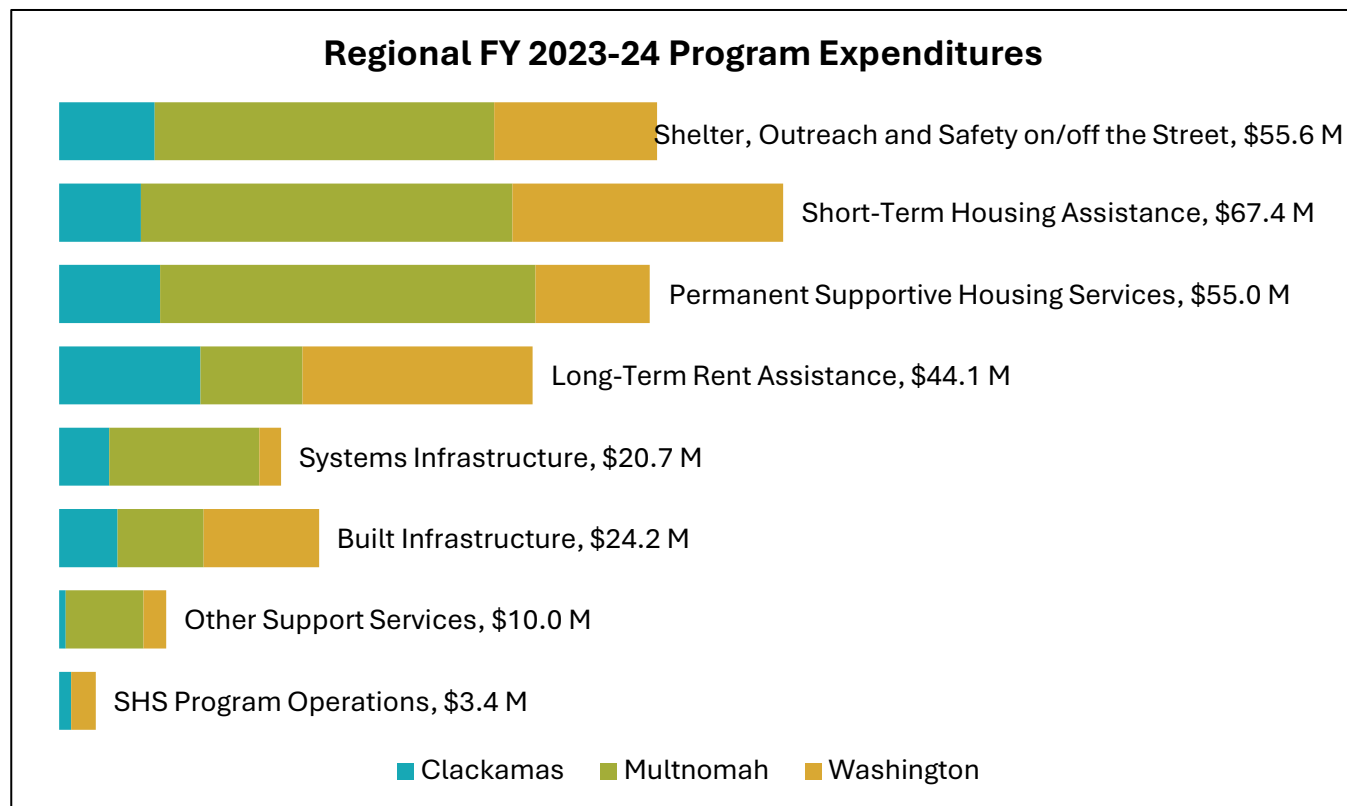
Combined, all regional administrative costs were 4.7% of total spending in FY 2023-24.

Regional Trends

Total program spending doubled between Years 2 and 3 of the program, and county partners spent 80% of their program budgets in FY 2023-24.



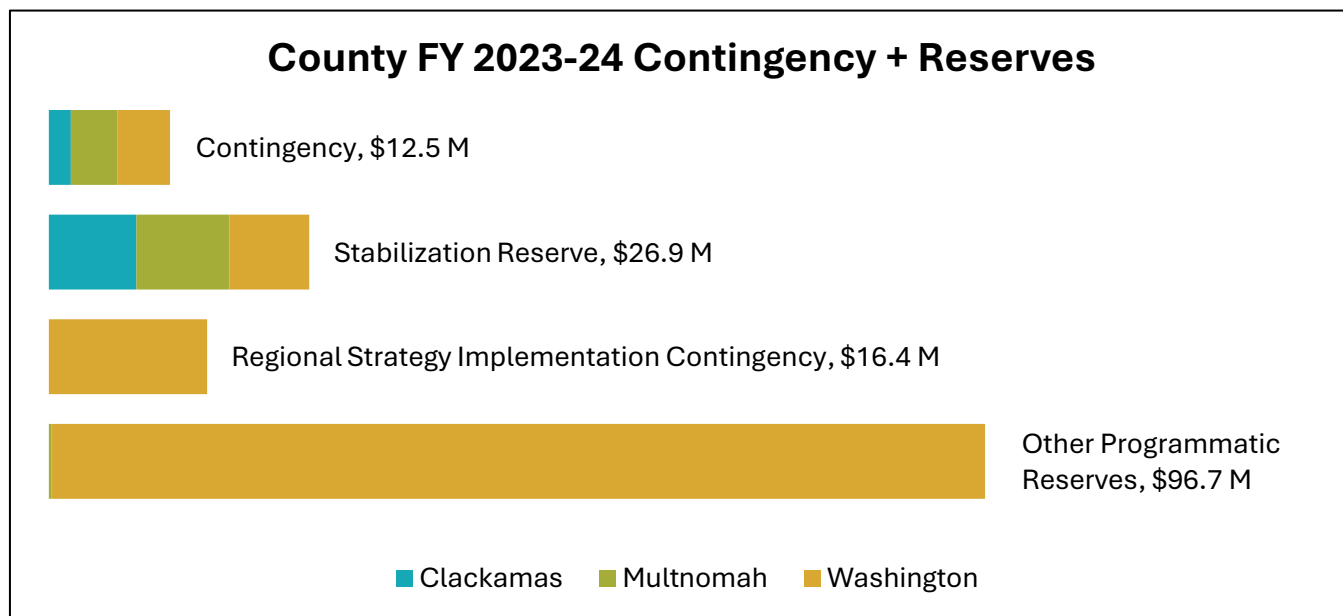
In Year 3, the largest program spending category was short-term housing assistance, representing just under a quarter of total expenditures. This was followed by shelter, outreach, and safety on/off the street and permanent supportive housing.



In addition to program and administrative costs, counties allocate resources to required and optional contingency and reserve accounts:

- Partners must dedicate a minimum of 10% of budgeted program funds in a given fiscal year to a **Stabilization Reserve** in the event that revenue falls below budgeted estimates (IGA 5.5.3). Metro has increased this recommendation to 15%.
- Partners may allocate a maximum of 5% of budgeted program funds to a **contingency account** to use in emergency situations or for unplanned SHS program expenditures that could negatively impact service delivery (IGA 5.5.4).
- Counties are required to allocate a minimum of 5% of their annual Program Funds to a **Regional Investment Fund** (IGA 8.3.3), most of which has been allocated into reserves pending development of Regional Implementation Plans.
- Counties may allocate resources to other reserves, such as funding for the Regional Long-Term Rent Assistance or other programmatic reserves.

In FY 2023-24, counties allocated just under 30% of their total budgeted revenue into reserve and contingency accounts. Multnomah County allocated 7%, Clackamas County allocated 11%, and Washington County allocated 57% based on anticipated actual expenditures in Year 3.



The following pages summarize financial information by county, providing a consistent format to compare the similar but unique programs of each county.

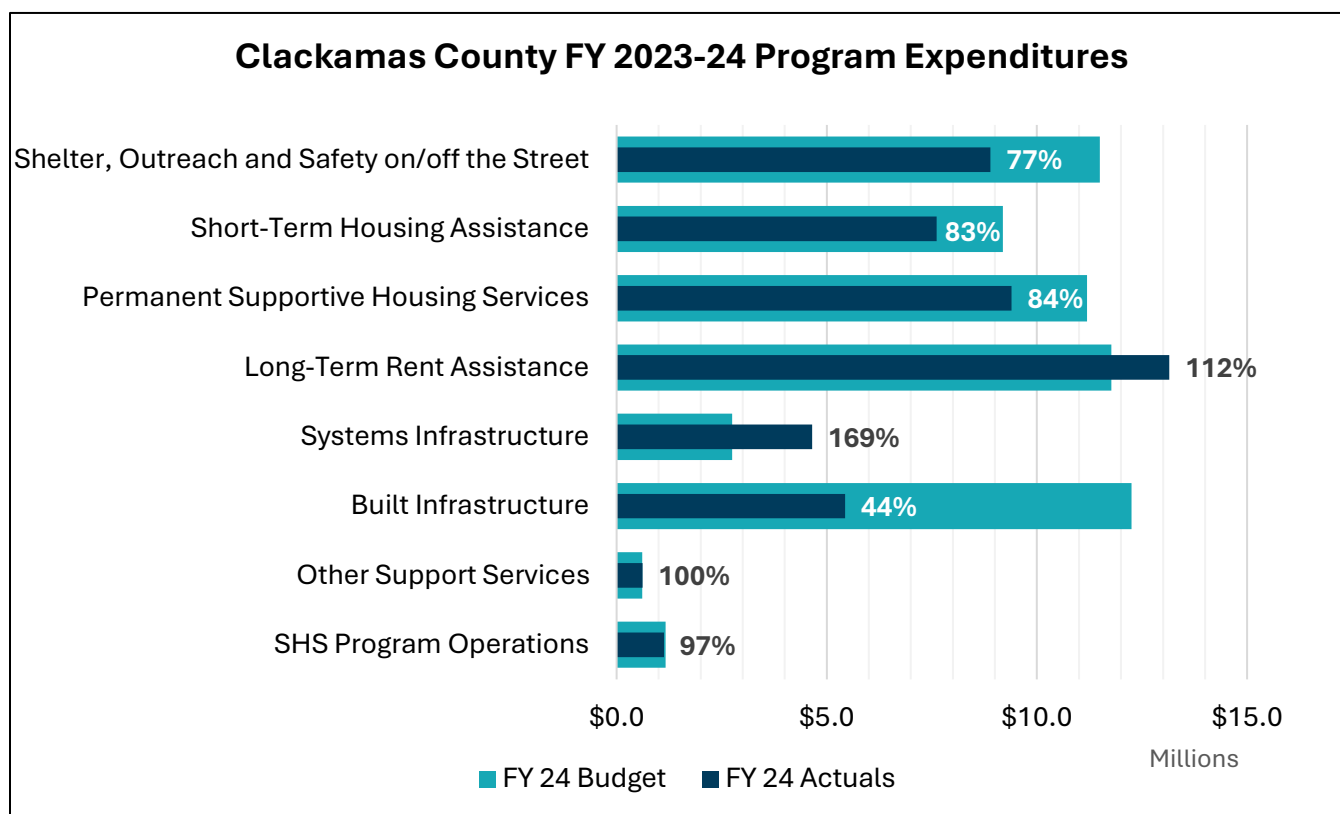
Note: SHS Program Revenue reported below is per the counties' financial reports. It will differ from the revenue reported above due to additional revenue, such as interest earnings, and differences in timing per each county's accounting policies. The FY 2023-24 annual reports submitted to Metro certified that there was no displacement of funds.

County Summary (in millions)				
	Clackamas County	Multnomah County	Washington County	Total
Prior Year Carryover	\$92.7	\$126.4	\$115.5	\$334.6
SHS Program Revenue	\$66.1	\$140.4	\$103.3	\$309.8
Other Revenue	\$3.2	\$4.7	\$6.6	\$14.5
Total Resources	\$162.0	\$271.5	\$225.4	\$658.9
Program Costs	\$54.4	\$143.5	\$96.2	\$294.1
Total Expense	\$54.4	\$143.5	\$96.2	\$294.1
Ending Balance (incl. Reserves)	\$107.6	\$128.0	\$129.2	\$364.8
% of Current Year Revenue Spent	82%	102%	93%	95%
% of Total Resources Spent	34%	53%	43%	45%

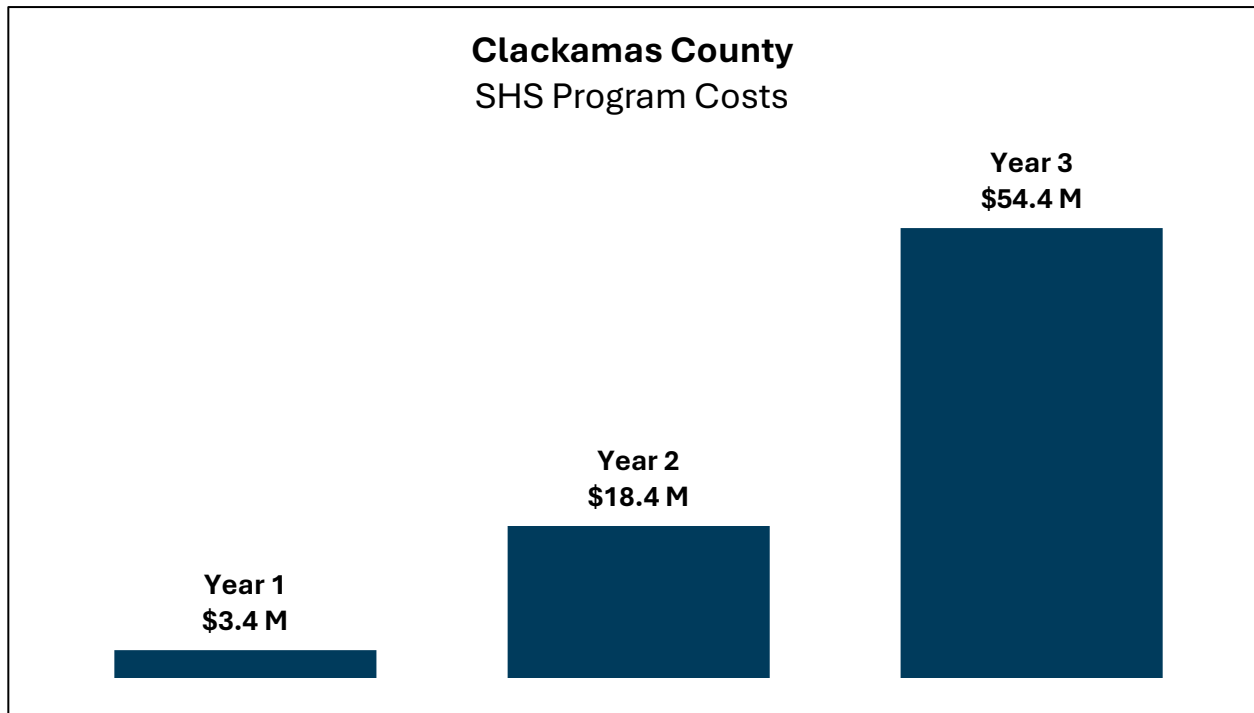
Clackamas County Snapshot

Clackamas County			
	Budget	YTD Actuals	% of Budget
Prior Year Carryover	58,623,269	92,701,597	158%
SHS Program Revenue	45,275,392	66,087,660	146%
Interest Earnings	100,000	3,203,230	3203%
Total Resources	103,998,661	161,992,488	156%
Program Costs	92,679,813	54,436,342	59%
Contingency	2,263,770	-	0%
Expense & Contingency	94,943,583	54,436,342	57%
Reserves	9,055,078	-	
Ending Balance (incl. Reserves)	9,055,078	107,556,145	

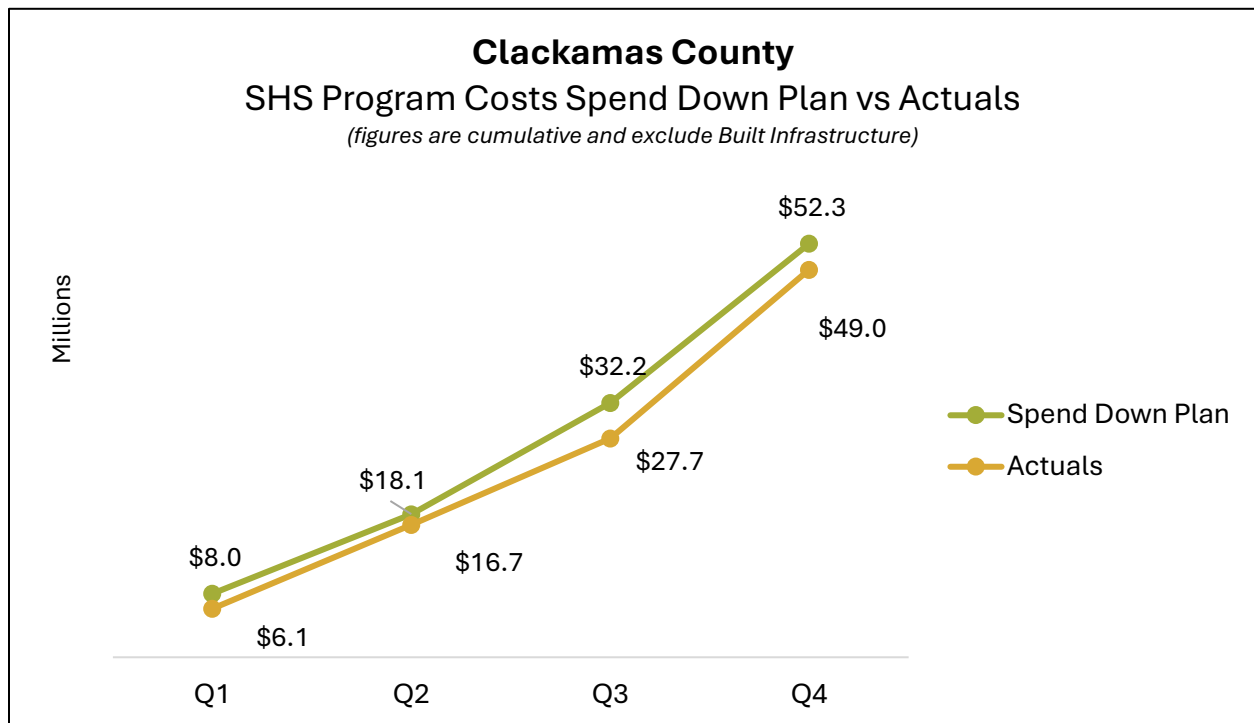
Clackamas County spent 59% of its program budget in FY 2023-24. The most significant source of underspending was in Built Infrastructure, where two key capital projects are now underway. Spending on Long-Term Rent Assistance was higher than expected as Clackamas County has made substantial progress toward its portion of the 10-year Permanent Supportive Housing goal.



Clackamas County has significantly increased its program spending each year, and notes that 100% of anticipated funding has now been committed. Clackamas County expects to see a decline in underspending and carryover as ongoing services and one-time investments fully ramp up over the next few years.



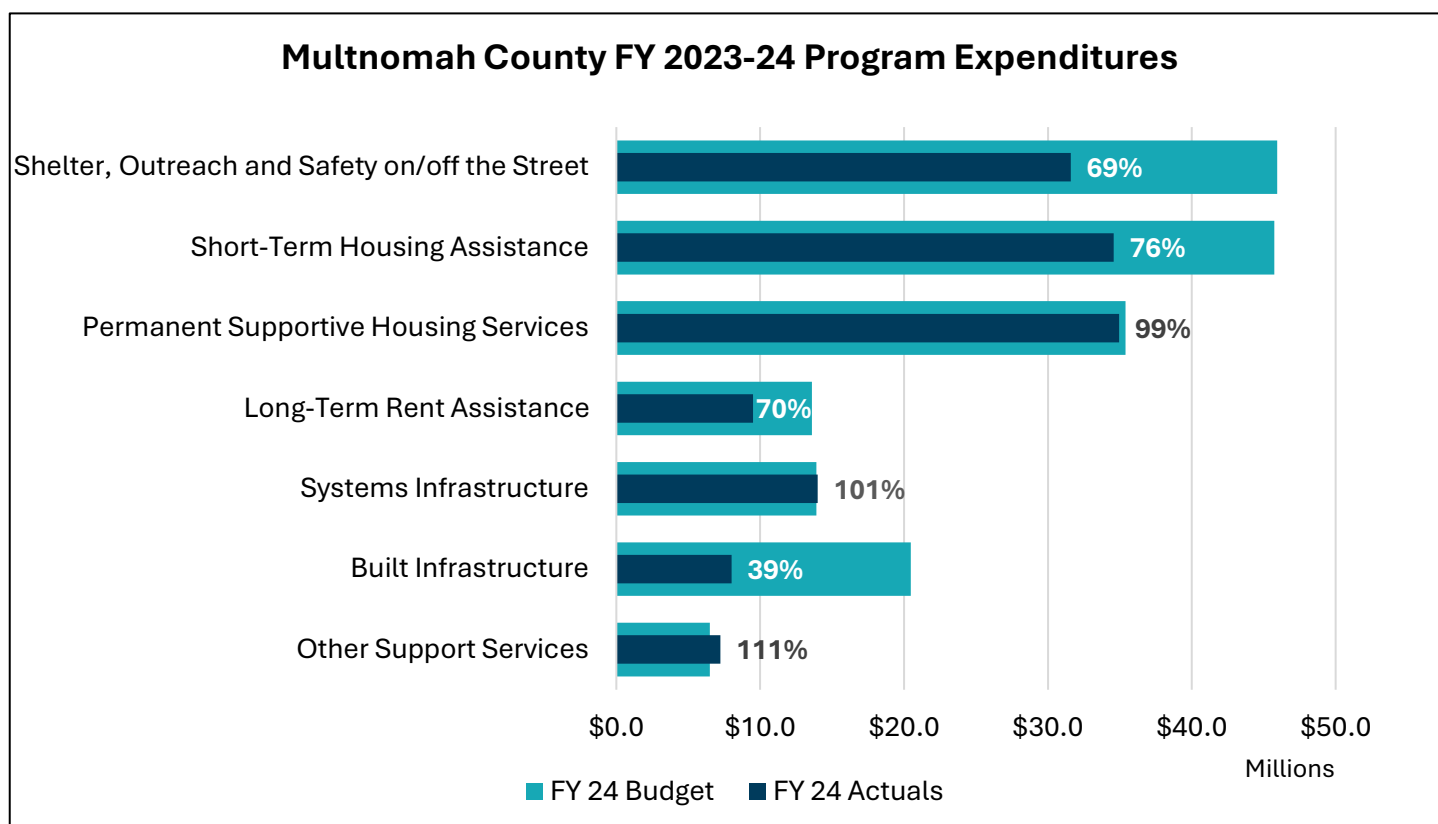
The chart below shows planned program expenditures versus actuals for Year 3.



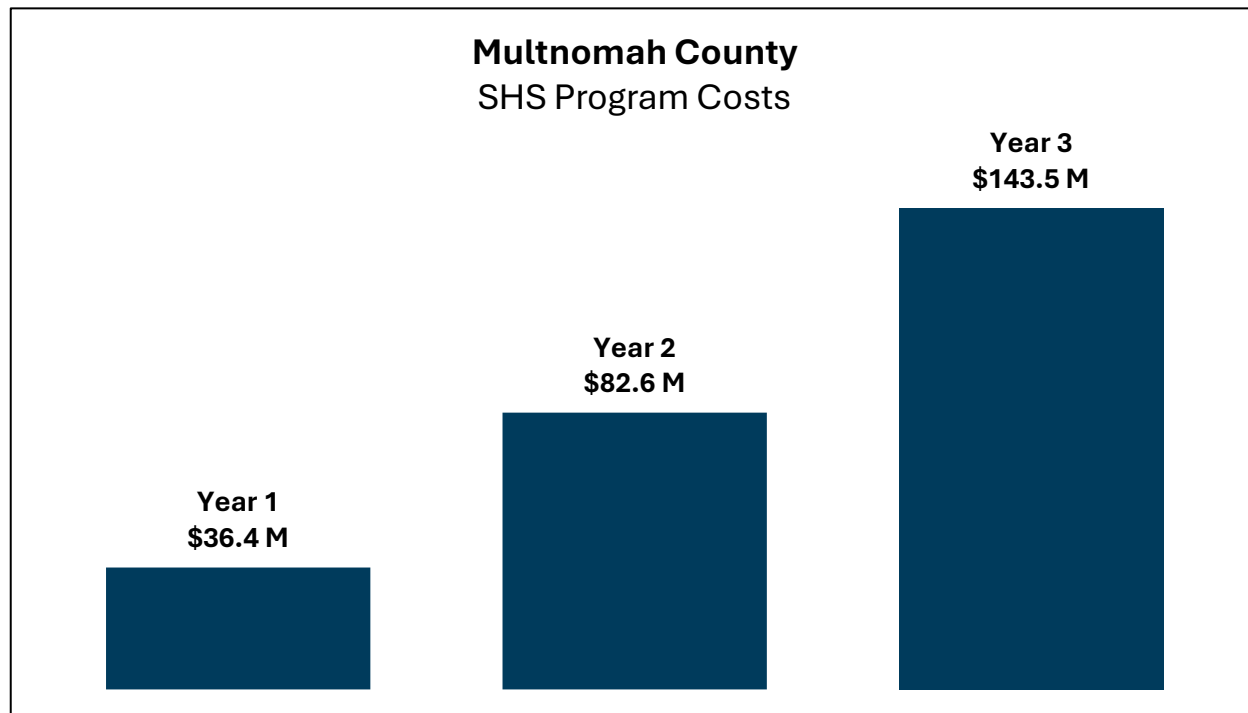
Multnomah County Snapshot

Multnomah County			
	Budget	YTD Actuals	% of Budget
Prior Year Carryover	108,677,054	126,381,795	116%
SHS Program Revenue	96,190,265	140,436,278	146%
Interest Earnings	-	4,500,442	
Misc	-	204,228	
Total Resources	204,867,319	271,522,742	133%
Program Costs	190,135,341	143,475,414	75%
Contingency	4,809,513		0%
Expense & Contingency	194,944,854	143,475,414	74%
Reserves	9,922,465	-	
Ending Balance (incl. Reserves)	9,922,465	128,047,328	

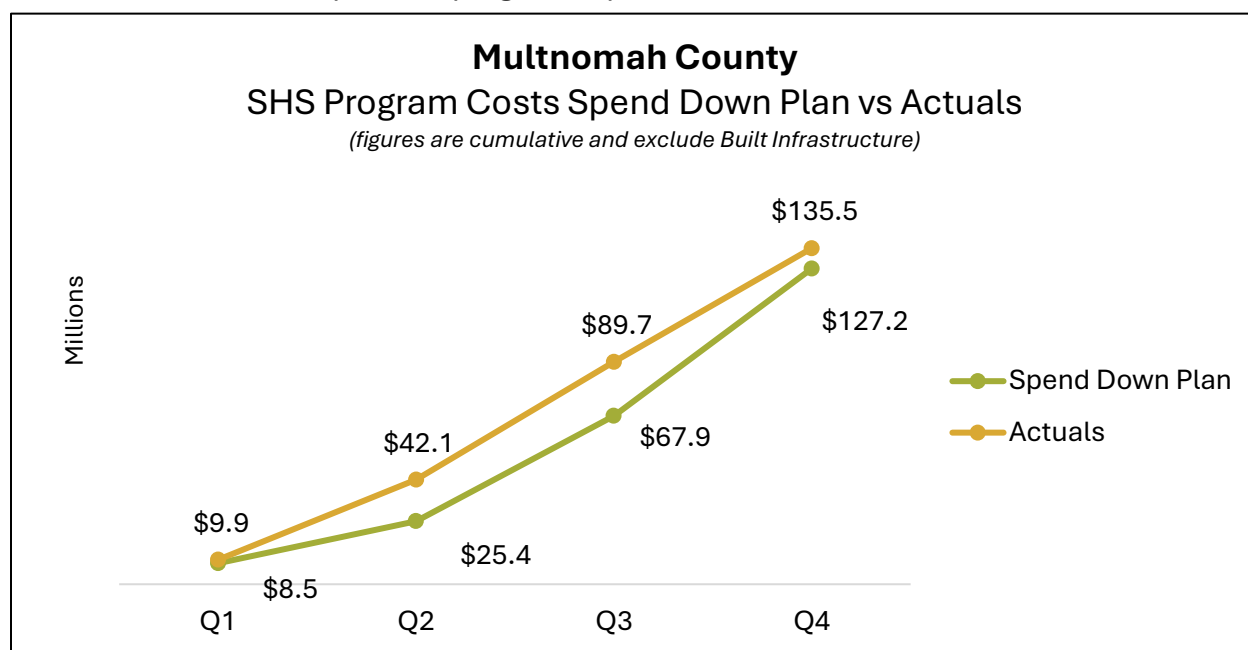
Multnomah County spent 75% of its program budget for FY 2023-24, including 99% of resources budgeted for Permanent Supportive Housing. Multnomah County plans to spend down their carryover in FY 2024-25 on one-time investments. SHS spending on shelter and eviction prevention (which are captured in the first two bars of the graph below) were lower than anticipated due to the availability of other resources to fund these programs; it is the county's policy to apply restricted resources first, and SHS dollars are most used by providers in the last two quarters of the fiscal year.



Multnomah County had the largest existing homeless services program prior to implementation of the Supportive Housing Services fund. They continue to significantly ramp up spending and have allocated almost double for program expenditures in Year 4.



The chart below shows planned program expenditures versus actuals for Year 3.

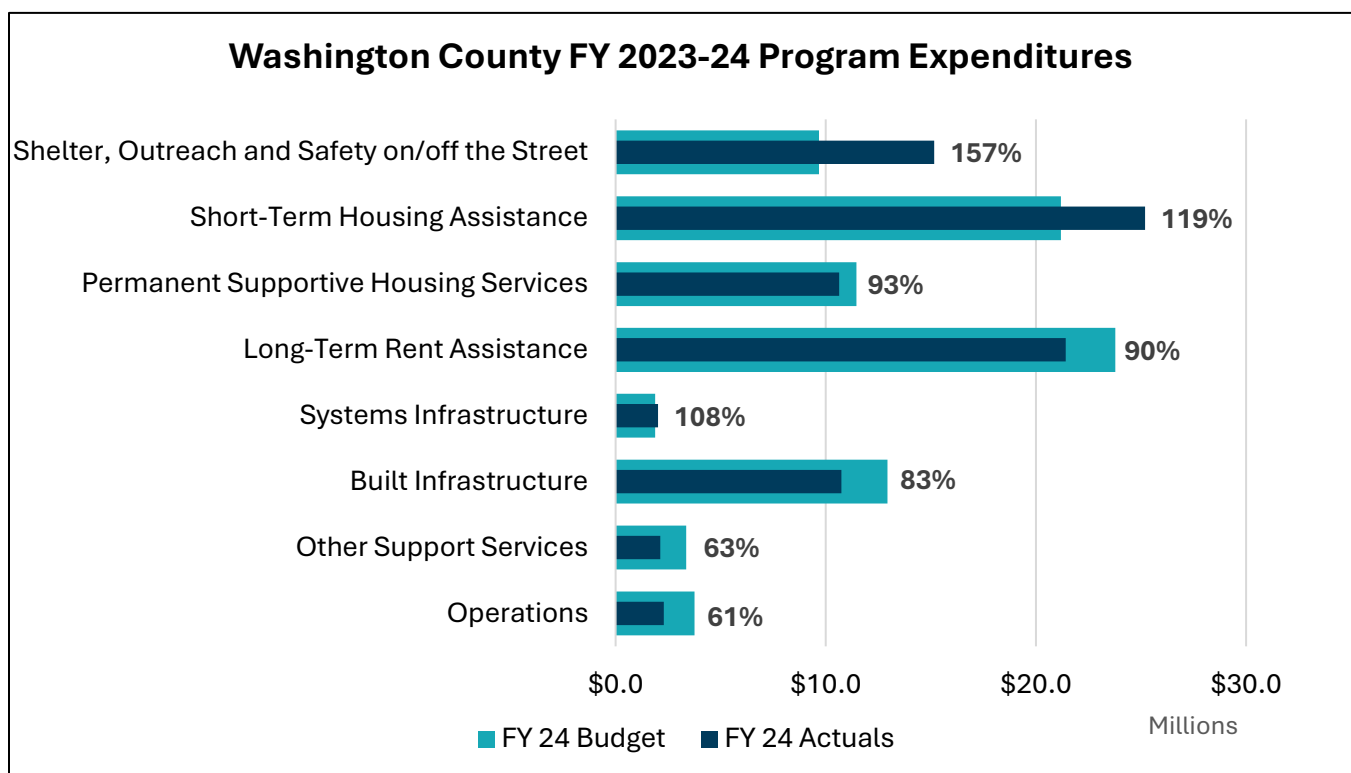


Washington County Snapshot

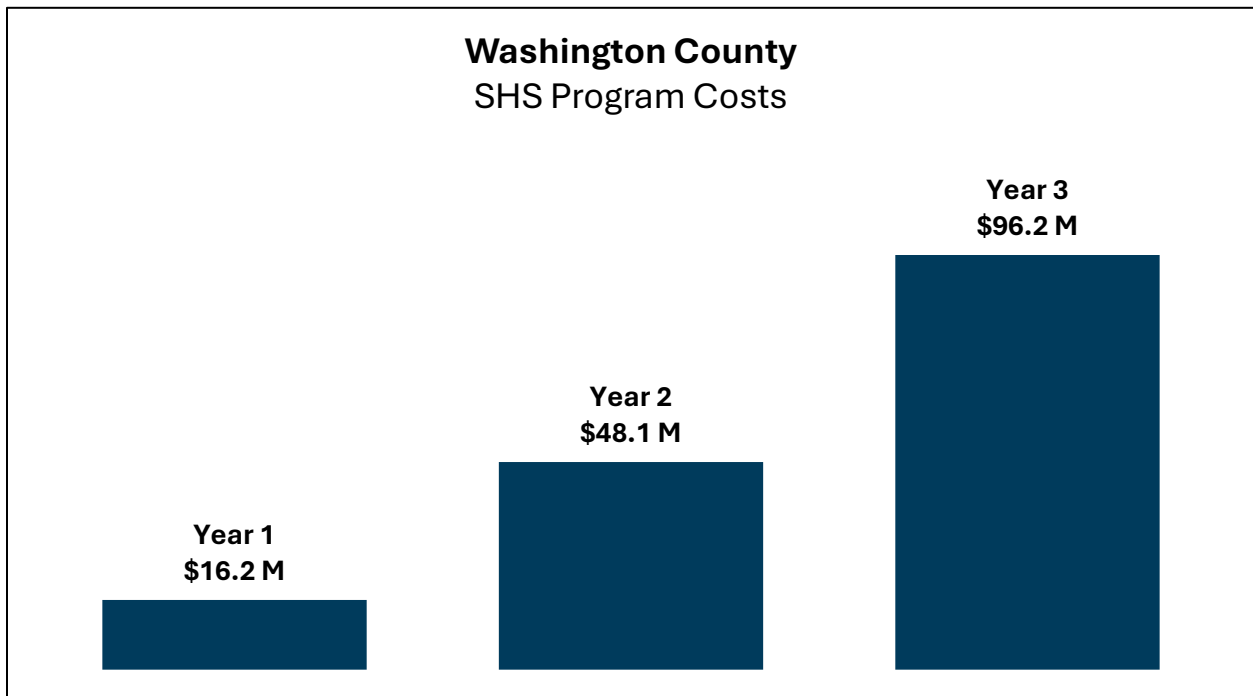
Washington County allocated a little over half of their FY 2023-24 budgeted revenue – which included both anticipated program revenue plus prior year carryover – to a reserve for spending in future fiscal years. Washington County allocated the other \$96.2 million to program costs and spent nearly 100% of that budget.

Washington County			
	FY 24 Budget	FY 24 Actuals	% of Budget
Prior Year Carryover	111,634,198	115,473,580	103%
SHS Program Revenue	109,000,000	103,261,969	95%
Interest	2,000,000	3,108,676	155%
Other	-	3,508,625	
Total Resources	222,634,198	225,352,850	101%
Program Costs	96,171,723	96,150,076	100%
Contingency	5,450,000	-	0%
Expense & Contingency	101,621,723	96,150,076	95%
Reserves	121,012,475	-	
Ending Balance (incl. Reserves)	121,012,475	129,202,773	

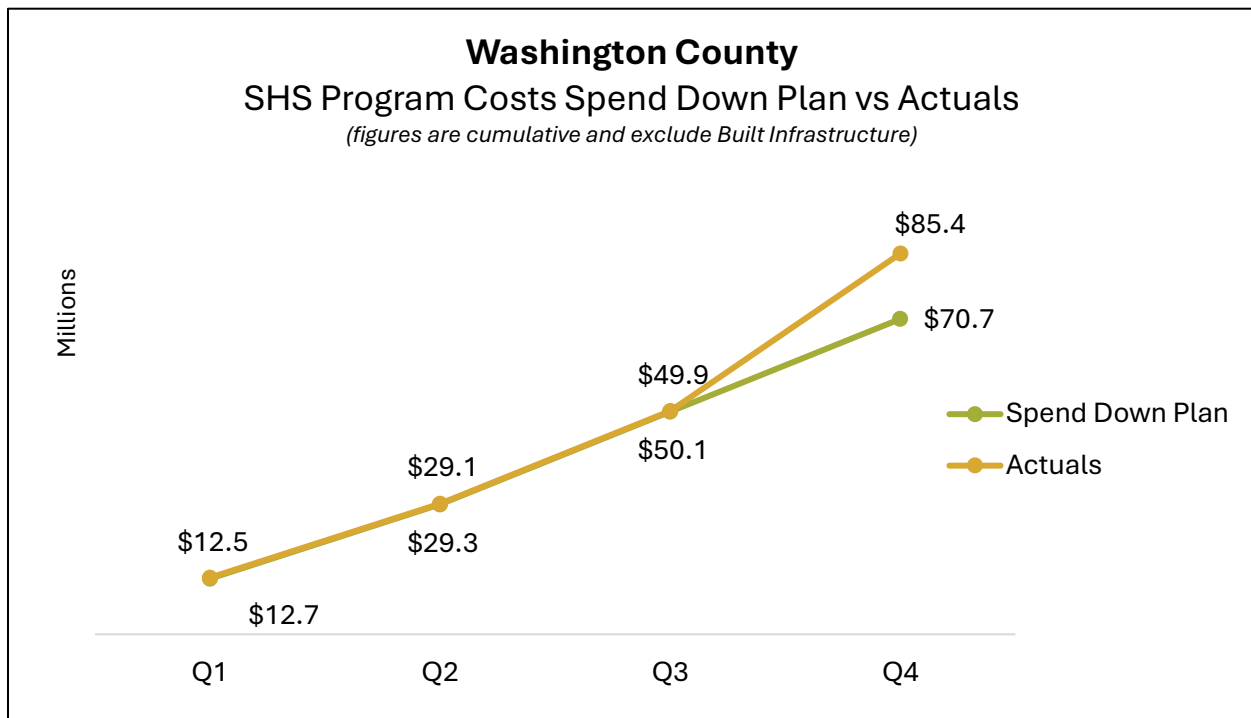
Washington County exceeded spending goals in many of the program categories. Some of this was due to actual costs being higher than anticipated when the original budget was set, specifically for shelter pods and rent payments for short-term housing assistance. Washington County has also increased SHS spending on eviction prevention with the expiration of COVID-era funding assistance.



Washington County doubled its spending between Year 2 and 3, but has signaled that they will be reducing planned expenditures in Year 4 based on the system growing faster than expected and revenue potentially lower than forecasted in Fall 2023.



The chart below shows planned program expenditures versus actuals for Year 3. Q4 spending reflects significantly higher costs for shelter operations and eviction prevention noted above.



If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we’ve already crossed paths.

So, hello. We’re Metro – nice to meet you.

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

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Metro Councilors

Ashton Simpson, District 1
Christine Lewis, District 2
Gerritt Rosenthal, District 3
Juan Carlos González, District 4
Mary Nolan, District 5
Duncan Hwang, District 6

Auditor

Brian Evans

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82nd Ave Steering Committee Locally Preferred Alternative
Work Session Topic

Metro Council Work Session
Tuesday, March 4, 2025

82ND AVENUE TRANSIT PROJECT PRESENTATION

Date: February 24, 2025
Department: Planning, Development and
Research
Meeting Date: March 4, 2025

Prepared by: Melissa Ashbaugh, 971-378-
7166,
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Presenter(s): Melissa Ashbaugh, she/her,
Senior Transportation Planning; Kelly
Betteridge, she/her, Investment Areas
Manager; Brian Harper, he/him, Principal
Regional Planner
Length: 30 minutes

ISSUE STATEMENT

The 82nd Avenue Transit Project seeks to improve transit speed, reliability, capacity, safety, comfort, and access on 82nd Avenue, which is the highest ridership bus corridor in the region.

In June of 2022, Metro Council created a Steering Committee to guide the development and recommend of a Locally Preferred Alternative (LPA) for the 82nd Avenue Transit Project. Steering Committee members include representatives from each jurisdiction along the corridor and community members:

- Metro District 2 Councilor and District 6 Councilor
- TriMet
- City of Portland
- Clackamas County
- Oregon Department of Transportation
- Oregon State Legislature
- Port of Portland
- Multnomah County
- Four community members representing the 82nd Avenue Community Coalition and key groups - Unite Oregon, Oregon Walks, Clackamas Service Center, and the 82nd Avenue small business community

In January of 2022, the Steering Committee voted to recommend the LPA (Attachment 1 – 82nd Avenue Transit Project Draft LPA Language and Map). The LPA demonstrates regional consensus on the general project parameters.

The recommended Locally Preferred Alternative for high-capacity transit in the 82nd Avenue corridor is Frequent Express (FX) bus rapid transit with general station locations

indicated on the attached map, operating between Clackamas Town Center Transit Center and the Cully Boulevard and Killingsworth Street area.

ACTION REQUESTED

No action is currently requested. Staff will return in June 2025 to request Metro Council endorse the LPA by resolution. Milestones to reach the LPA are summarized in Table 1 below.

Table 1: Path to a Locally Preferred Alternative (LPA) schedule and milestones

Date	Milestones
June 2022	Metro Council created the Steering Committee
Spring 2023	Online open house, focus groups, on-board data collection
Summer 2023	Four public workshops and other community engagement events
Fall 2023	Focus groups and stakeholder engagement focused on routing
Summer/Fall 2024	Five Cully Terminus Evaluation Group (CTEG) meetings and other community engagement to ensure the terminus aligns with community's vision
January 2025	Steering Committee voted to recommend an LPA
April 2025	Anticipated endorsement of the LPA by Clackamas County, Multnomah County, ODOT, and TriMet.
May 2025	Anticipated endorsement of the LPA by JPACT
June 2025	Anticipated endorsement of the LPA by Metro Council

IDENTIFIED POLICY OUTCOMES

The Regional Transportation Plan (RTP), High Capacity Transit Strategy (HCT), and Regional Transit Strategy identify the 82nd Avenue Corridor as a priority for transit investment. 82nd Avenue is a Tier 1 priority in the HCT, meaning it is designated as a near-term regional priority corridor.

Project outcomes identified in the RTP are improved travel between Clackamas Town Center and important destinations in NE Portland with easier, faster and more reliable bus service as well as necessary safety and accessibility improvements, paving and signals.

POLICY QUESTION(S)

Staff is seeking guidance on whether Metro Council needs other information on the LPA and this project before staff return for an endorsement of the LPA (by resolution) in June.

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Endorsement of the Steering Committee LPA recommendation in June will demonstrate regional consensus on the project parameters. Endorsement of the LPA is a necessary step to a future adoption of the LPA into the financially constrained RTP project list, which is required to complete the Project Development phase of the Capital Investment Grant (CIG) program and be eligible to garner CIG discretionary funding. Council adoption of the LPA into the RTP is likely to occur in Winter 2025 as part of a package which includes two other

Tier 1 projects with recent LPA recommendations: Tualatin Valley Highway Transit Project and the Montgomery Park Transit Project.

If Council does not endorse the Steering Committee LPA recommendation the committee would need to restart to discuss changes, and all local jurisdictions would have to amend their endorsements of the LPA.

STAFF RECOMMENDATIONS

Staff recommends Metro Council endorse the Steering Committee recommended LPA in June 2025, following local agency endorsement of the LPA.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

- How is this related to Metro's Strategic Framework or Core Mission?
This project is a collaboration between Metro, community and jurisdictional partners to implement regional priorities articulated in Metro's guiding policy plans including the 2023 Regional Transportation Plan. Corridor planning is central to Metro's core mission in land use and planning for the region's public transit system.
- How does this advance Metro's racial equity goals?
This project advances two of the five strategic goals in Metro's Strategic plan to advance racial equity, diversity and inclusion.

Goal A: Metro convenes and supports regional partners to advance racial equity
This project is a collaboration of regional partners focused on their mutual interest in the betterment of this important regional corridor.

Transit in the 82nd Avenue corridor currently experiences notable delay, which is very costly for the high number of transit-dependent riders. The delay disproportionately impacts people of color and low income people who make up a higher percentage of the residents in the corridor than in other parts of the region. In comparison to the Portland Metropolitan region, communities in the corridor have above average concentrations of low-income populations, people of color, and low car ownership.

Goal B: Metro meaningfully engages communities of color
Community members have led the Equitable Development Strategy creation for this corridor. Metro has worked with partners to create an Equitable Development Coalition for the 82nd Avenue Corridor, comprised of advocates, community representatives, funders, housing and service providers authoring their own plans for addressing corridor needs. This important aspect of the project will ensure that broader community economic and housing development needs are prioritized in the transit project's corridor. The transit project will serve these catchment areas but will not be able to provide for all the needs the community will identify. The final transit design concept reflects input from the community, both from engagement

and through the input of the community members that have been leaders of the project on the 82nd Avenue Transit Project Steering Committee.

- How does this advance Metro's climate action goals?
This project will support two policy areas in Metro's Climate Smart Strategy.

The project will implement adopted local and regional land use plans by implementing policies from the Regional Transportation Plan, which helps to implement the 2040 Growth Concept and the Regional Framework Plan.

Also, by improving the travel experience and efficiency of a highly used transit line, this project will make transit convenient, frequent, accessible and affordable.

- Known Opposition/Support/Community Feedback
There is support from the agencies and local jurisdictions involved in this project. Metro's agency partners on this work include TriMet, ODOT, the City of Portland, Clackamas County and the Port of Portland.

Project engagement as well as past planning and visioning projects in the corridor indicate that the public values safe, reliable, faster, and accessible transit.

Community feedback informed the Steering Committee LPA recommendation of mode, general station locations, terminus location and project route. Public outreach included online and in person open houses, focus groups, and engagement at meetings like neighborhood associations.

There are ongoing conversations regarding physical priority for the bus through Business Access and Transit (BAT) lanes, with a decision anticipated in Summer 2025. There are community proponents and opponents of BAT lanes on 82nd Avenue.

- Explicit list of stakeholder groups and individuals who have been involved in policy development.

82nd Avenue Steering Committee

Metro District 2 Councilor and District 6 Councilor

TriMet

City of Portland

Clackamas County

Oregon Department of Transportation

Oregon State Legislature

Port of Portland

Multnomah County

Four community members representing the 82nd Avenue Community Coalition and key groups - Unite Oregon, Oregon Walks, Clackamas Service Center, and the 82nd Avenue small business community

82nd Ave Coalition

Asian Pacific American Network of Oregon (APANO)

Verde

Unite Oregon

Oregon Walks

- Financial Implications (current year and ongoing)
Transit planning and design funding is committed, with an estimated cost of \$30 million. Metro Council has approved the use of \$5M from its Carbon Reduction Program, along with \$1M of federal Surface Transportation Block Grants for the Project. This transfer of funds was formalized through an amendment to the Metropolitan Transportation Improvement Program (MTIP) in February 2024. There is currently a \$30 million request for RFFA Step 1 funding which will contribute to project construction costs.

BACKGROUND

The 82nd Avenue Transit Project seeks to improve transit speed, reliability, capacity, safety, comfort, and access on 82nd Avenue. The project will operate as a TriMet Frequent Express (FX) service, TriMet's brand of bus rapid transit (BRT), serving 68 stations between Clackamas Town Center in Clackamas County and the Cully Boulevard and Killingsworth Street area in Portland's Cully neighborhood.

Since the most recent project update was given to Metro Council in October 2023, the Steering Committee has voted to recommend an LPA based on updated technical analysis, public engagement and stakeholder discussion.

ATTACHMENTS

- Is legislation required for Council action? ☒ Yes ☐ No
- If yes, is draft legislation attached? ☐ Yes ☒ No
- What other materials are you presenting today?
 - 82nd Avenue Transit Project Draft LPA Language and Map
 - 82nd Avenue Transit Project Public Engagement Summary
 - 82nd Avenue Equitable Development Strategy

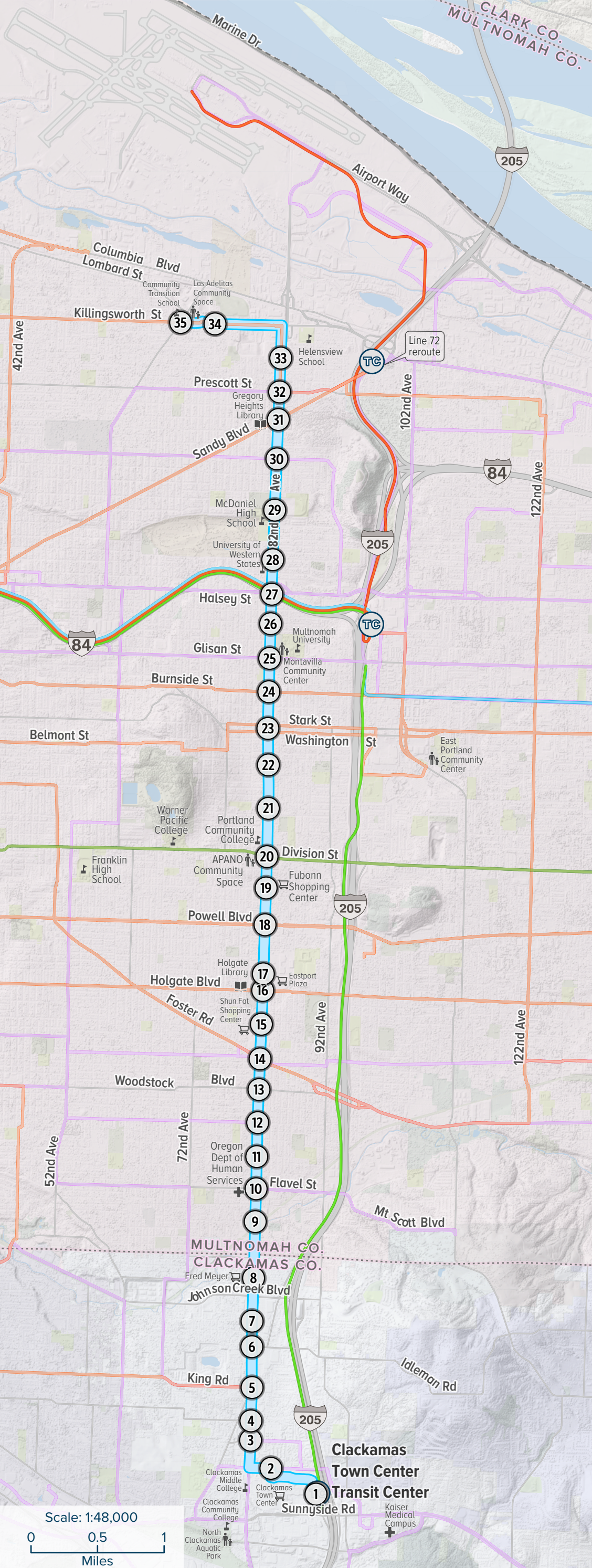
82nd Avenue Transit Project Steering Committee Locally Preferred Alternative

The recommended Locally Preferred Alternative for high-capacity transit in the 82nd Avenue corridor is Frequent Express (FX) bus rapid transit with general station locations indicated on the attached map, operating between Clackamas Town Center Transit Center and the Cully Boulevard and Killingsworth Street area.



82nd Avenue Transit Project

Locally Preferred Alternative



Elements of Locally Preferred Alternative

Frequent express bus rapid transit route

General station location

Transit Network

Green MAX line

Red MAX line

Blue MAX line

Blue, green, red MAX lines

FX-frequent express service bus line

Frequent service bus line

Other bus line

Transit lines for LPA

Transit center

Community space

Medical facility

School

Major shopping hub

Library

Map Key	Proposed General Station Locations
1	Clackamas Town Center Transit Center
2	Clackamas Town Center
3	SE Causey Ave & SE 82nd Ave
4	South of SE Boyer Dr (Winco) & SE 82nd Ave
5	SE King Rd & SE 82nd Ave
6	SE Ottly Rd & SE 82nd Ave
7	SE Overland St & SE 82nd Ave
8	SE Lindy St & SE 82nd Ave
9	SE Crystal Springs Blvd & SE 82nd Ave
10	SE Flavel St & SE 82nd Ave
11	SE Bybee Blvd & SE 82nd Ave
12	SE Duke St & SE 82nd Ave
13	SE Woodstock St & SE 82nd Ave
14	SE Foster Rd & SE 82nd Ave
15	SE Raymond St & SE 82nd Ave
16	SE Holgate Blvd & SE 82nd Ave
17	SE Boise St & SE 82nd Ave
18	SE Powell Blvd & SE 82nd Ave
19	SE Woodward St & SE 82nd Ave
20	SE Division St & SE 82nd Ave
21	SE Mill St & SE 82nd Ave
22	SE Taylor Ct & SE 82nd Ave
23	SE Stark St / SE Washington St & SE 82nd Ave
24	E Burnside St & NE/SE 82nd Ave
25	NE Glisan St & NE 82nd Ave
26	NE Holladay St & NE 82nd Ave
27	I-84 & NE 82nd Ave
28	NE Tillamook St & NE 82nd Ave
29	McDaniel High School & NE 82nd Ave
30	NE Fremont St & NE 82nd Ave
31	NE Sandy Blvd & NE 82nd Ave
32	NE Prescott St & NE 82nd Ave
33	NE Alberta St & NE 82nd Ave
34	NE Lombard St & NE 72nd Ave
35	NE Cully Blvd & NE Killingsworth St

82nd Avenue Transit Project

Public Engagement Summary

January 2025

Introduction

This document provides an overview of public engagement efforts for the 82nd Avenue transit project. Throughout the project, corridor residents, businesses, and organizations have participated in focus groups, workshops, and surveys, helping to guide the project toward a Locally Preferred Alternative (LPA). This summary outlines the preferences and concerns expressed by the public.

List of Public Engagement Activities

Starting in spring 2023, Metro and TriMet staff offered several opportunities for community members to learn about and provide input on the 82nd Avenue transit project. Many of these events were co-hosted with the Portland Bureau of Transportation (PBOT) as part of their Building a Better 82nd Avenue project to allow community members to provide input on both projects and clarify the scope and purpose of each project.

The table below outlines public engagement activities and efforts conducted for the 82nd Avenue transit project between spring 2023 and winter 2025.

Activity/Dates/Location	Description
<u>Building a Better 82nd Ave Online Open House</u> August 1, 2022 – October 31, 2022	A virtual open house hosted by PBOT on the Building a Better 82 nd Avenue project website. The open house featured an online survey where participants could provide feedback about the project. The survey included a few questions about transit service in the corridor.
<u>Tabling - FX2 Grand Opening</u> September 17, 2022 – Portland Community College (PCC) SE Campus	Metro staff shared information about the 82 nd Avenue transit project at the FX2 Grand Opening and distributed one-page factsheets about the project. Please see Attachment A for the project factsheet.

Activity/Dates/Location	Description
<p><u>Online Open House</u> April 18, 2023, to May 31, 2023 – 82ndave.info</p>	<p>A virtual open house hosted by Metro, TriMet, and PBOT. By visiting 82ndave.info, the public could learn about and share feedback on the 82nd Avenue Transit Project and PBOT’s Building a Better 82nd Avenue project.</p> <p>Open house participants were encouraged to participate in three separate surveys: a transit project survey, a roadway and street improvements survey, and a comment map survey which allowed them to provide location-specific feedback on proposed bus station locations.</p> <p>Please see Attachment B for a full summary.</p>
<p><u>Building a Better 82nd Avenue CAG Presentation</u> March 22, 2023 – Hybrid: PCC SE Campus & Zoom</p>	<p>Project staff provided an overview of the transit project to the Building a Better 82nd Avenue Community Advisory Committee.</p> <p>Please see Attachment C for the presentation slides.</p>
<p><u>Spring 2023 Focus Groups</u></p> <ul style="list-style-type: none"> • People Experiencing Homelessness March 29, 2023 – In person at JOIN PDX • Business Owners on 82nd Avenue April 19, 2023 – In person at CORE • Clackamas County Residents April 19, 2023 – Virtual over Zoom • Chinese Community April 26, 2023 – Virtual over Zoom • Vietnamese Community May 3, 2023 – Virtual over Zoom • People Living with Disabilities May 3, 2023 – Virtual over Zoom • Latinx Community May 4, 2023 – Virtual over Zoom • Transit Users/BIPOC Community May 5, 2023 – Virtual over Zoom 	<p>Metro, TriMet, and PBOT staff hosted a series of focus groups to gather community input on participants' experiences on 82nd Avenue and the improvements they wished to see along the corridor. The Chinese, Vietnamese, and Latinx focus groups were conducted in Simplified Chinese, Vietnamese, and Spanish, respectively.</p> <p>Participants were asked about their travel habits in the corridor, their sense of safety on streets, bikeways, bus stations, and a series of transit-related questions.</p> <p>Please see Attachment B for a summary of the focus groups. Attachment D contains the complete list of questions posed to participants.</p>

Activity/Dates/Location	Description
<u>Clackamas County LEDIC Presentation</u> April 25, 2023 – Virtual over Zoom	Project staff provided an overview of the transit project to the Leaders for Equity, Diversity, and Inclusion Council (LEDIC). Please see Attachment C for the presentation slides.
<u>C4 Metro Subcommittee Presentation</u> April 19, 2023 – Virtual over Zoom	Project staff provided an overview of the transit project to the Clackamas County Coordinating Committee (C4). Please see Attachment C for the presentation slides.
<u>82nd Avenue Coalition Presentation</u> May 4, 2023 – PCC SE Campus	Project staff provided an overview of the transit project and asked coalition members for input on proposed station locations. The coalition raised questions about stop spacing, safety improvements, and the northern terminus. Please see Attachment C for the presentation slides.
<u>Cully Association of Neighbors Presentation</u> May 16, 2023 – Hybrid: Alder Commons & Zoom	Project staff provided an overview of the transit project and asked committee members for input on proposed station locations and the north terminus options. Committee members raised questions about the line 72 split and the northern terminus options. Please see Attachment C for the presentation slides.
<u>Bus Riders Unite!</u> June 15, 2023 – Hybrid: Street Trust HUB & Zoom	Project staff provided an overview of the transit project to Bus Riders Unite!

Activity/Dates/Location	Description
<p><u>82nd Avenue District Workshops</u></p> <ul style="list-style-type: none"> • Northern: Cully, Sumner, Roseway, Madison South June 27, 2023 – McDaniel HS • Central: Madison South, Montavilla, South Tabor, Powellhurst-Gilbert July 20, 2023 – APANO • Southern: South Tabor, Powellhurst-Gilbert, Foster-Powell, Mt. Scott-Arleta, Lents, Brentwood-Darlington July 29, 2023 – CORE • Clackamas County¹ August 4, 2023 – Clackamas Town Center Transit Center 	<p>Metro and TriMet collaborated with PBOT to co-host a series of workshops along the 82nd Avenue corridor.</p> <p>Project staff shared information and solicited community input about the proposed transit investments in the corridor, potential station locations for the transit project, and the four northern terminus options.</p> <p>Spanish, Cantonese, Vietnamese, Russian, and American Sign Language interpreters were present at each workshop.</p> <p>Please see Attachment B for a summary of the workshops.</p>
<p><u>82nd Avenue Community Conversations</u></p> <ul style="list-style-type: none"> • Cully, Sumner, Roseway, South Madison June 12, 2023 – The Grotto August 8, 2023 – Dharma Rain Zen Center • Montavilla, Jade District, South Tabor June 20 & July 10, 2023 – PCC SE Campus • Foster-Powell, Lents, Mt. Scott Arleta, Powellhurst-Gilbert June 15, 2023 – Woodmere Elementary July 25, 2023 – Asian Health Service Center • Clackamas County July 26, 2023 – Clackamas Community College 	<p>The 82nd Avenue Coalition hosted a series of community dialogues about community needs and desires in the corridor. Metro and TriMet staff supported these events and provided additional information about the 82nd Avenue transit project.</p> <p>The events were held in different neighborhoods along the 82nd Avenue corridor. Childcare and translation services were available at each event.</p>

¹ No community members attended the event. As a result, Unite Oregon/Metro reassessed strategies to support future community engagement events in Clackamas County.

Activity/Dates/Location	Description
<p><u>Sunnyside West Mt. Scott CPO Presentation</u> August 7, 2023 – Virtual over Zoom</p>	<p>Project staff provided an overview of the transit project and asked the Community Planning Organization (CPO) members for feedback on the proposed station locations and northern terminus options.</p> <p>Please see Attachment C for the presentation slides.</p>
<p><u>Living Cully Partners & Allies</u> October 11, 2023 – Virtual over Zoom</p>	<p>Project staff provided an overview of the transit project and asked attendees about their transit needs and vision for the Killingsworth/Cully area.</p> <p>Please see Attachment E for the presentation slides.</p>
<p><u>Northern Terminus Focus Groups</u></p> <ul style="list-style-type: none"> • Cully Neighborhood November 1, 2023 – In person at Las Adelitas • Parkrose Neighborhood October 30, 2023 – In person at Parkrose HS • Parkrose - Vietnamese & Spanish Speakers November 2 - 13, 2023 – In person 	<p>Metro and TriMet held two focus groups to share information and gather community input on the northern terminus options.</p> <p>The Cully focus group was co-hosted with Verde. In response to low attendance at the Parkrose focus group, additional one-on-one conversations were organized with Vietnamese and Spanish-speaking residents of Parkrose. These individual meetings were conducted in Vietnamese and Spanish.</p> <p>Attendees received \$25 gift cards for their participation. Childcare and translation services were available at each event.</p> <p>Please see Attachment F for a summary of the Cully group and Attachment G for a summary of the Parkrose group.</p>
<p><u>PDX Employer Online Survey</u> December 7, 2023, to January 18, 2024</p>	<p>Project staff contacted employers and businesses at PDX to participate in an online survey about their employees' travel behavior and transit needs.</p> <p>Please see Attachment H for a summary of the survey results. The complete list of survey questions can be found in Attachment I.</p>
<p><u>Cascade Station Business Survey</u> December 14, 2023 – In person</p>	<p>Metro staff conducted in-person surveys with 14 businesses at Cascade Station.</p> <p>The complete list of survey questions can be found in Attachment J.</p>

Activity/Dates/Location	Description
<p><u>PDX Employee Survey</u> January 5 - 18, 2024</p>	<p>Project staff reached out to PDX employees via email and flypdx.com/employees to participate in an online survey about their travel behavior and transit needs.</p> <p>Please see Attachment H for a summary of the survey results.</p>
<p><u>Project outreach conducted by TriMet:</u></p> <ul style="list-style-type: none"> • NAYA Presentation January 5, 2024 – NAYA Family Center • Meeting with McDaniel High School Principal December 2023 • SE Uplift Neighborhood Coalition LUTC Presentation February 2024 • Unite Oregon Clackamas County Outreach Meeting Winter 2023-2024 – Virtual over Zoom • Overlook Neighborhood Association Presentation March 11, 2024 – Hybrid: Beach Elementary & Zoom 	<p>During winter 2024, TriMet staff conducted several outreach efforts to gather input on the 82nd Avenue transit project.</p> <p>Staff met with the Native American Youth and Family Center (NAYA), McDaniel High School’s Principal, the SE Uplift Neighborhood Land Use & Transportation Committee (LUTC), Unite Oregon’s Clackamas County Community Organizer, and the Overlook Neighborhood Association.</p>
<p><u>Living Cully Partners & Allies</u> May 15, 2024 – In person at Alder Commons</p>	<p>Project staff presented an overview of the transit project to the group.</p>
<p><u>Cully Association of Neighbors</u> May 21, 2024 – Hybrid: Grace Presbyterian Church & Zoom</p>	<p>Project staff provided an overview of the transit project and asked attendees about their transit needs and vision for the Killingsworth/Cully area.</p> <p>Community members were supportive of a terminus in the Cully neighborhood. They also raised questions about the Line 72 line split and transit access for McDaniel High School students.</p>

Activity/Dates/Location	Description
<p><u>North Clackamas Chamber of Commerce</u> June 3, 2024 – N. Clackamas Chamber of Commerce</p>	<p>Project staff presented an overview of the transit project and invited questions from the chamber.</p> <p>The chamber raised questions about potential changes to Line 72 and how these adjustments might help workers and customers reach their business on time. Several members noted that faster, more reliable transit would benefit their businesses.</p> <p>The chamber also raised questions about the level of priority transit would receive. Staff clarified that the exact level of priority (business and transit (BAT) lanes) had not yet been finalized, however it would be implemented at key locations rather than continuously along the corridor.</p>
<p><u>Meeting with Clackamas Town Center Manager</u> June 6, 2024 – Virtual over Zoom</p>	<p>Project staff met with the Clackamas Town Center general manager to present an overview of the transit project.</p> <p>The manager was supportive of the project and raised questions about maintenance.</p>
<p><u>Northwest Regional Reentry Center</u> June 6, 2024 – NW Regional Reentry Center</p>	<p>Project staff presented an overview of the transit project. The Center staff highlighted the importance of better transit connections to the Center, stating that such connections would greatly benefit residents.</p>
<p><u>Portland Freight Committee</u> June 6, 2024 – Virtual over Zoom</p>	<p>Project staff presented an overview of the transit project to the committee. The committee was supportive of the project. They also raised questions about bike lanes along the corridor.</p>
<p><u>Portland Bicycle and Pedestrian Advisory Committees</u> June 11, 2024 – In person at the Portland Building</p>	<p>Project staff presented an overview of the transit project to the committee. The committee expressed support for the project, especially for the proposed bus station improvements.</p> <p>They raised questions about pedestrian safety near bus stations and emphasized the importance of providing seating for senior riders and individuals with mobility challenges. Additionally, the committee wished to see improved bike connections to 82nd Avenue and nearby neighborhoods and greenways.</p>

Activity/Dates/Location	Description
<u>TriMet Committee on Accessible Transportation</u> June 12, 2024 – Virtual	Project staff presented an overview of the transit project to the Committee on Accessible Transportation (CAT).
<u>Cully Terminus Evaluation Group (CTEG)</u> July 1, 2024 to October 7, 2024 (five meetings) – In person at Grace Presbyterian Church or Isaka Shamsud-Din Center for ReEngagement	<p>Between July and October 2024, project staff worked with eight members of the Cully community to explore feasible designs for a terminus near NE Killingsworth St and Cully Blvd. They identified optimal locations for transit facilities and explored how to best connect the terminus to the Cully Neighborhood and ensure the terminus aligns with community’s vision for Cully.</p> <p>Throughout the process, the group emphasized the need for pedestrian safety facilities at the terminus. They also expressed concerns about loss of on-street parking and potential increases in traffic volumes.</p> <p>At the final meeting, all members voted in favor of an on-street Cully terminus design.</p>
<u>Cully Community Conversation</u> September 30, 2024 – Las Adelitas	<p>Project staff provided an overview of the transit project and potential designs for a Cully northern terminus. The event was set up in an open house format. Staff asked attendees about their transit needs and vision for the northern terminus.</p> <p>Approximately 60 people attended the community conversation. Attendees were supportive of a terminus in the Cully Neighborhood. Spanish and Somali translators were available to assist participants.</p>
<u>Living Cully Partners & Allies</u> October 16, 2024	Project staff presented an overview of the transit project to the group.
<u>Pizza in the Park Tabling</u> October 19, 2024 – Luuwit View Park	<p>Metro staff shared information about the 82nd Avenue transit project and distributed one-page factsheets about the project.</p> <p>Please see Attachment K for the project factsheet.</p>
<u>Multnomah County Public Health Advisory Board</u> October 22, 2024 – Virtual over Zoom	Project staff presented an overview of the transit project to the board. The board asked about the type of renewable energy the new buses for the project would use. They also expressed interest in staying informed on the project.

Activity/Dates/Location	Description
<p><u>Historic Parkrose / Parkrose Neighborhood Association</u> November 13, 2024 – In person at Historic Parkrose</p>	<p>Project staff presented an overview of the transit project to the neighborhood association and shared they staff will be recommending the Cully neighborhood as the northern terminus. Members expressed desire for increased safety and security at stations and on buses. They also called for pedestrian safety improvements in their neighborhoods.</p>
<p><u>Sumner Association of Neighbors</u> November 19, 2024 – Virtual over Zoom</p>	<p>Project staff presented an overview of the transit project to the neighborhood association. Members sought clarification on the future of Line 72 if the Cully terminus or the Parkrose terminus was selected. They highlighted the need for safety improvements on 82nd Avenue and Sandy Boulevard. Some members also expressed interest in writing a letter of support for the Cully terminus.</p>
<p><u>Cully Association of Neighbors: Transportation and Land Use Committee</u> November 19, 2024 – In person at Las Adelitas</p>	<p>Project staff presented an overview of the transit project to the Committee.</p>
<p><u>Clackamas County: Pedestrian-Bicycle Advisory Committee</u> December 3, 2024 – Virtual over Zoom</p>	<p>Project staff presented an overview of the transit project to the Committee. The Committee did not provide comments or ask questions.</p>
<p><u>Clackamas County: Traffic and Safety Commission (TSC)</u> December 4, 2024 – Virtual over Zoom</p>	<p>Project staff presented an overview of the transit project to the Commission.</p> <p>The commission asked if the 82nd Avenue Transit Project Community Advisory Commission had spots reserved for Clackamas County residents. They also expressed interest in staying updated on the project and suggested sharing information through the Southgate Community Planning Organization (CPO).</p>

Community members were notified about these public engagement opportunities through various channels, including:

- Metro email newsletters
- Metro and TriMet social media pages
- Portland's Building a Better 82nd Avenue email list
- Direct outreach by JLA Public Involvement

List of Attachments

- A. 82nd Avenue Transit Project Factsheet (2022)
- B. 82nd Avenue Spring & Summer 2023 Outreach Summary
- C. 82nd Avenue Transit Project Outreach Presentation (Spring 2023)
- D. 82nd Avenue Focus Group Questions
- E. 82nd Avenue Transit Project Outreach Presentation (Living Cully)
- F. 82nd Avenue Transit Project Cully Focus Group Report
- G. 82nd Avenue Transit Project Parkrose Focus Group Report
- H. 82nd Avenue Transit Project PDX & Cascade Station Survey Summaries
- I. 82nd Avenue Transit Project PDX Employer Survey Questions
- J. 82nd Avenue Transit Project Cascade Station Business Survey Questions
- K. 82nd Avenue Transit Project Factsheet (2023)



82nd Avenue Transit Project

Designing great bus service, Clackamas Town Center to Northeast Portland

Planning is underway to improve safe access and transit travel time while connecting people to essential jobs, education facilities, shopping and community services.

Big improvements are coming to 82nd Avenue. Over the next three years, the Portland Bureau of Transportation's Building a Better 82nd project will construct critical safety and maintenance repairs, including more street lighting, new and upgraded crossings, smoother pavement, improved curbs ramps and upgraded traffic signals. A larger Civic Corridor Investment Strategy – focused on seven miles from Northeast Killingsworth Street to Southeast Clatsop Street – will prioritize longer-term improvements.

The Oregon Department of Transportation is also planning key improvements along 82nd Avenue, south of Portland in Clackamas County.



FX service on Division Street. Partners are working to bring FX to 82nd Avenue along with other improvements.

82nd Avenue Transit Project Steering Committee

Metro
TriMet
City of Portland
ODOT
Multnomah
County
Clackamas County
Port of Portland
82nd Avenue
Business Alliance
Clackamas
Resource Center
Oregon Walks

FX: Upgrade and replacement for Line 72 on 82nd Avenue

Along with these investments, partners from Clackamas County to Portland are working together to explore a transit investment that would replace the existing Line 72 bus on 82nd Avenue with TriMet FX™ – the agency's new Frequent Express service.

FX will bring faster, more reliable transit service with new stations along 82nd Avenue, making it easier, safer and more comfortable for people to get around.

The bus currently serving 82nd Avenue – TriMet's Line 72 – has the highest ridership of any bus line in greater Portland. Though it carries more people than the MAX Orange or Yellow or lines, it shares the road with automobiles, freight and local deliveries.

The current buses are often crowded and get stuck in traffic. Many of the stops are spaced too closely for efficiency, and they lack amenities like shelters, lighting and digital displays featuring real-time arrival information.



Why FX™ for 82nd Avenue?

- Safer ways for people to get to the bus with better crosswalks, sidewalks, and street lighting.
- More seating and space with longer buses (room for 60% more riders) and easier loading for wheelchairs and strollers.
- More doors make it easier and quicker for people to get on and off, improving bus trip speed and reliability.
- Dedicated lanes and signal priority to get buses around car traffic.
- Bus stations with shelters, seating, lighting and real-time bus arrival information.

Planning process

Metro and TriMet are leading the planning process for the 82nd Avenue FX service. Upgrading to FX would require federal funding for full design and construction. This first step to qualify for federal grants is for partners to determine a route and general station locations.

Partners are exploring potential station locations between Clackamas Town Center and a yet-to-be determined turnaround point north of Sandy Boulevard.

This could also mean changes to the part of Line 72 that currently serves Killingsworth Street and other destinations to the west. Riders whose trips include both the 82nd and Killingsworth portions of today's Line 72 would need to transfer between the new FX line and bus service for Killingsworth.

The Killingsworth line would have at least the same level of service as today. Future public discussions will help decide how best to serve and provide good connections for riders.

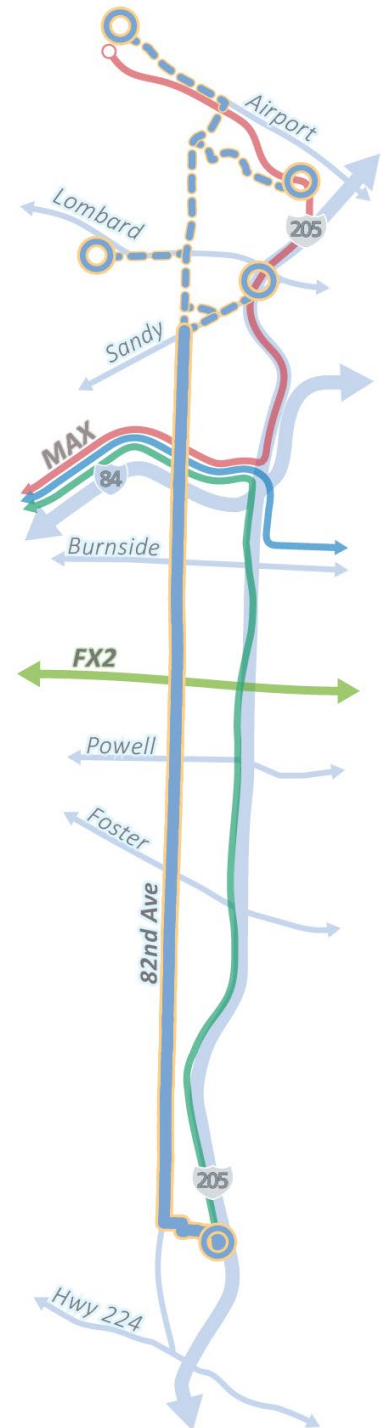
The project's steering committee – made up of elected officials, agency leaders and community representatives – is expected to select the route, station areas and northern turnaround point in the fall or winter of 2023. If supported by all partners this winter, Metro and TriMet will apply for federal funding to continue design and community engagement.

Construction could begin as early as 2027, and FX service could start running on 82nd Avenue as early as 2029.

What do you think?

Visit oregonmetro.gov/82ndtransit to learn more about FX service and give your thoughts on potential station locations.

Partners are analyzing data about current and future ridership and will bring that information and potential options for the northern turnaround to the community to ask for input this fall.



82ND AVENUE TRANSPORTATION INVESTMENT PROGRAM: SPRING AND SUMMER 2023 OUTREACH SUMMARY

**BUILDING A BETTER 82ND AVENUE INVESTMENT
PROGRAM (PBOT)**

82ND AVENUE TRANSIT PROJECT (METRO/TRIMET)

Prepared for



Metro



Prepared by

JLA Public Involvement, Inc.
123 NE Third Avenue, Suite 201
Portland, OR 97213

Date

August 17, 2023

INTRODUCTION

Between March and August 2023, Portland Bureau of Transportation, Metro, and TriMet shared information and solicited feedback about the improvement projects coming to 82nd Avenue, which include the Building a Better 82nd Program (PBOT) and the 82nd Avenue Transit Project (Metro/TriMet).

A variety of outreach activities occurred during the six months to ensure that community members could share their thoughts with the technical team. All the activities are explained in detail below, along with a summary of the comments that were collected at that time. Complete comments are included in the Appendices. Outreach included:

- A Community Advisory Group for Building a Better 82nd.
- Virtual and in-person Focus Groups in Chinese/普通话, Latinx/Español, Vietnamese/Tiếng Việt, BIPOC communities and unhoused individuals (English).
- Online open house and business access survey (asynchronous virtual engagement in English, in Chinese/普通话, Latinx/Español, Vietnamese/Tiếng Việt, and Russian/Русский).
- Geographically focused, in-person workshops held in English (with Chinese/普通话, Latinx/Español, Vietnamese/Tiếng Việt, Russian/Русский, and American Sign Language/ASL translators at each event).
- Canvassing businesses along the corridor, along with follow up phone calls.
- Presenting and attending existing neighborhood, business, or other community meetings.

Common themes gathered through these activities included:

Safety	<ul style="list-style-type: none">• Vehicles travel too fast along 82nd Avenue; need more enforcement.• Narrowing or reducing lanes, as well as left turn access, were concerns.• Crime, prostitution, and illegal racing were concerns.• Interest in safe routes to schools and for elderly residents.
Streetscape, Trees, Sidewalks	<ul style="list-style-type: none">• Want wider sidewalks free of debris. Many proposed increasing numbers of available trash cans and noted concerns for streetscape maintenance.• Strong desire for trees, whether in the sidewalk area or in center medians, but people wanted to make sure the city properly maintained them.• Art, community murals, and placemaking were popular.• Many attendees wanted parklets or plazas, with community events.
Transit	<ul style="list-style-type: none">• Want faster, more reliable, and safer buses, interested or excited about the FX line.• Many people favored a PDX terminus, especially if it goes later than other services. A few felt Cully made the most sense.• Shelters and trees at bus stops, as well as safe crossings at stops.
Bikes	<ul style="list-style-type: none">• Want safe, protected bike lanes, signaled crossings, and greenway roadways to be fixed since it's so dangerous to ride on 82nd.

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SPRING OUTREACH SUMMARY

Community members were invited to share how they travel to or through 82nd Avenue, their experience on the road, and their preferred improvement priorities. The team conducted targeted outreach to underrepresented groups



and business owners who could be impacted by upcoming construction and roadway changes.

Feedback through this outreach period was used by the technical team to inform the elements of improvement in selected areas, confirm the priority areas and items, and guide the transit improvement plan. Between March and June, the project team **connected with over 1,000 people** through:

- Four (4) Community Advisory Group meetings (PBOT), with eighteen (18) community members; open to the general community.
- Ten (10) Steering Committee meetings (Metro/TriMet) with elected officials and community members; open to the general community.
- Eight (8) focus groups (95 attendees).
- Business and property owners whose access could be impacted by upcoming improvement work (around 218).
- Eleven (11) organized group briefings, including tabling at community events and presenting to Neighborhood Associations.
- Online Open House and interactive map (280 through the Building a Better 82nd survey, 550 took the 82nd Avenue Transit survey, 209 through the business access survey, and 67 people shared their thoughts on the interactive transit map).

Community members learned about the activities through:

- Weekly project email updates.
- A mailer to properties within two blocks of 82nd Avenue within the City of Portland.
- Canvassing businesses along 82nd Avenue within the City of Portland.
- Promotional materials at transit stations and bus stops that included a QR code to the project website from North Portland to Clackamas Town Center.
- Cross promotional information sharing with community partners (82nd Avenue Coalition).
- PBOT, Metro, and TriMet social media accounts.

Community Advisory Group and Steering Committee

Community Advisory Group

The Community Advisory Group (CAG) for Building a Better 82nd conducted four (4) meetings during this outreach period. The meetings were open to the general community and received around twelve



(12) public attendees during this period. Committee members are residents in the project area and/or active in the community. Several are also part of local advocacy or community-based organizations, such as:

- Street Trust
- Asian Pacific American Network Oregon (APANO)
- Montavilla News
- 82nd Avenue Business Association

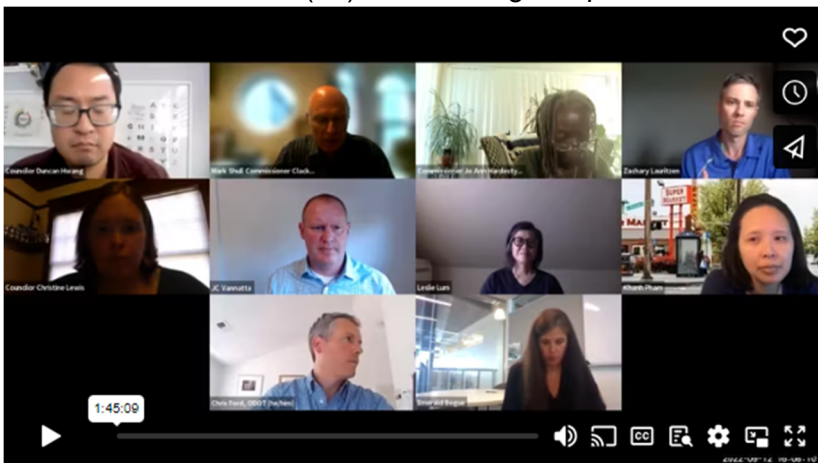
The CAG played an essential role in providing feedback, helping solicit and engage the broader 82nd Avenue community, as well as shaping the final plan recommendations. Through this outreach period, the CAG helped the project team verify the existing conditions, finalize the project goals and objectives, and provided feedback on the summer district workshop activities. The meeting materials and summaries are shared at

www.portland.gov/transportation/planning/82nd-avenue/advisory/community-advisory-group

Steering Committee

Metro Council established a steering committee in June 2022 to ensure the 82nd Avenue Transit Project develops a transit design that has community support and can be implemented.

The 82nd Avenue Steering Committee is charged with recommending an alternative for high-capacity transit in the 82nd Avenue corridor and met ten (10) times during this phase of the project. The committee is comprised of community members and leaders or elected officials from Clackamas County, Metro, Multnomah County, City of Portland, Port of Portland, Washington County, and four community-based organizations.



Focus Groups

In April and May of 2023, project staff held virtual and in-person Focus Groups with community members who have a connection to 82nd Avenue. Focus groups were held in Chinese/普通话, Latinx/Español, Vietnamese/Tiếng Việt, and with BIPOC communities and unhoused individuals (English).

- JOIN PDX: March 29, 2023, 4:00-5:30 p.m. (Houseless)
- Collective Oregon Eateries (CORE): April 19, 2023, 2:00-3:30 p.m. (Business Owners)
- Zoom: April 19, 2023, 5:30-7:00 p.m. (Clackamas County Transit Users)
- Zoom: April 26, 2023, 5:30-7:00 p.m. (Chinese)
- Zoom: May 3, 2023, 5:30-6:45 p.m. (People Living With Disabilities)
- Zoom: May 3, 2023, 5:30-7:00 p.m. (Vietnamese)
- Zoom: May 4, 2023, 5:30-7:00 p.m. (Latina/o/x)
- Zoom: May 5, 2023, 5:30-7:00 p.m. (BIPOC)

Key Takeaways

Focus group participants shared broad input around their experience along 82nd Avenue and their priorities moving forward. For each group's summary and demographics see [Appendix A](#).

- **Safety/Security**
 - General safety along 82nd Avenue.
 - Well-designed pedestrian crossings.
 - Adequate lighting along the corridor, and at bus stops and crossings. More lighting near businesses that are open late.
 - Traffic enforcement.
 - Security/police presence along 82nd Avenue, especially at night.
 - Traffic and crime prevention/response.
 - Safety enforcement within buses and MAX.
 - Safety for business patrons, employees, and owners.
 - Education about traffic safety; programming, signage
 - Fewer trees because they cause blind spots and hazard zones.
 - Flashing lights at pedestrian crossings and bus stops at night.
 - Slower speed zones.
- **Transit Improvements**
 - Seats and shelter at bus stops.
 - More spacious buses.
 - Training and support for public transportation workers to interact respectfully with commuters.
 - Reliability of bus service.
 - More bus stops.
 - Fewer bus stops as they cause congestion.

- Transit improvements for business patrons, employees, and owners.
- Dedicated bus lane.
- Adding bus ID numbers to each stop.
- Clean transit stops and buses/MAX.
- **Road Infrastructure**
 - Challenges presented by medians that block turns for business patrons in cars.
 - Fix potholes/repave road.
- **Accessibility**
 - Sidewalk improvements: more spacious, accessible for people using wheelchairs or other mobility devices, especially close to businesses.
 - Improved curb ramps.
 - Parking space dedicated to delivery vehicles for businesses.
 - Wheelchair accessibility at bus stops.
 - More restrooms.
 - Fix broken ticket machines.

Business Outreach

PBOT and the consultant staff contacted or canvassed **218 individual businesses** in the project area. As a result, PBOT staff held **20 one-on-one meetings** with individual businesses owners or operators by the end of June 2023 to discuss access needs and answer any technical questions.

Themes from the meetings:

- Support for safety improvements.
- Need for more services and resources from the City and County to address houselessness and camping impacts, crime (such as theft and graffiti), and traffic violations.
- Concerns about construction impacts. Specifically, business owners and managers near SE Division Avenue experience lower customer traffic since construction began on SE Division in 2021. Concerned that the trend will continue with construction on 82nd Avenue.
- Concerns about how medians will impact business access and consumer experience and choice.
- A few business owners expressed frustration and said they may have to move due to business impacts.

Group Briefings

PBOT, Metro, and TriMet also participated in **11 meetings with organized groups**, including neighborhood and business associations, and city advisory committees. These included:

- Montavilla Neighborhood Association

- Jade District
- 82nd Avenue Transition Roundtable
- Safe Routes to School walk with Marysville Elementary parents
- Joint Bicycle Advisory Committee (BAC) and Pedestrian Advisory Committee (PAC)
- Freight Advisory Committee
- Roseway Neighborhood Association
- Annual 82nd Business Association
- Powellhurst Gilbert Neighborhood Association

Themes from the meetings:

- Support for safety improvements.
- Need for more services and resources from the City and County to address houselessness and camping impacts, crime (such as theft and graffiti), and traffic violations.

Online Open House

Between April 18 and May 31, 2023, PBOT, Metro, and TriMet held an online open house with the purpose of showing potential safety, maintenance, and transit improvements for the 82nd Avenue corridor, and gathering community feedback on project goals and needs of area.

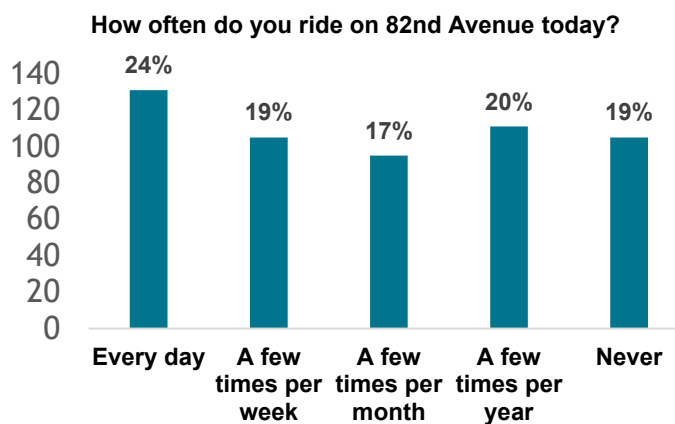
Transit Questions

Over **550 people** responded to the transit portion of the survey. Most people use transit along 82nd Avenue every day (**24%**), and 19% shared that they rode a few times per week or stated that they never use transit on 82nd Avenue.

Respondents felt equally split about what was important to them for the FX line. **59%** stated they wanted better stations and faster, more reliable stops, and another **59%** felt that better stations and faster, more reliable service was equally important as having more stops and less frequent walking.

Other themes included:

- Most felt neutral about easy transfers.
- Shorter walks to community services was very important, as well as connecting people to jobs and services.
- Respondents had mixed reactions about the importance of the number of people who use the stops being a priority in choosing FX stops.



- Safety on foot or by wheels and accessibility was extremely important.

Please see [Appendix B](#) for full responses.

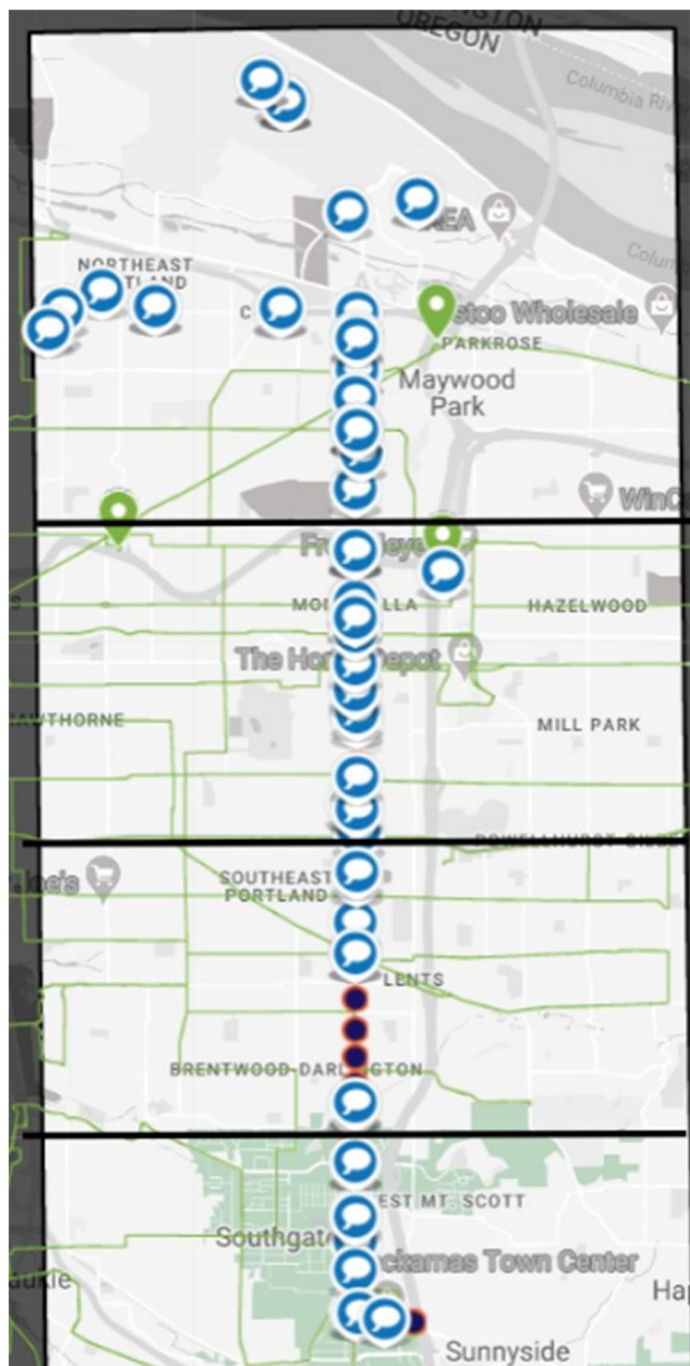
Transit Comment Map

69 participants shared location-specific feedback on the proposed station locations using the interactive virtual map. The proposed station locations were along 82nd Avenue, going from Portland International Airport to Clackamas County. For comment sorting, the comments collected on this comment map are divided into four areas: North, Center, South and Clackamas County, as indicated on the map on the right. The full list of comments is included in [Appendix C](#).

NORTH: Portland International Airport to Madison South Neighborhood (NE Tillamook Street and 82nd Avenue)

29 responses on the following themes:

- Turnaround Point/Terminus
 - Portland International Airport (6)
 - Cascadia Station (3); one suggestion a mini-transit center with Red Line.
 - Do not support Killingsworth in the Cully area (2)
 - Loop route between the Portland International Airport and the Cascade Station (1)
- Between NE Killingsworth and NE Prescott (5)
 - Move from Prescott to Webster would discourage riders because of safety concerns from criminal activity at nearby motel (1)
 - Prescott, Alberta, and Killingsworth good because spread out and provides connection at commercial nodes (1)
 - Do not remove the stop on NE 80th and Prescott (1) support the removal of this stop (1)
- Between NE Beech Street and NE Fremont Street
 - Supported Fremont station (3)
 - Would encourage their use of transit service, especially if the turnaround point is located at Portland International Airport or the Cascade Station (1)



- Stops on Killingsworth in the Concordia area.
 - Unreliability of the bus and need for bus stop upgrades (3)
 - These stops meet all their needs and are essential for their daily travels (2)
- 82nd Ave and Prescott Street
 - Essential stop as it serves as a transfer point (2)

CENTER: Montavilla Neighborhood (NE Halsey Street) to Powellhurst-Gilbert (SE Powell Boulevard)

23 responses on the following themes:

- I-84 and NE 82nd Avenue
 - Could be developed as a park-and-ride location for commuters (1)
 - Significant roadway and infrastructure improvements are needed (3)
- NE Glisan Street and NE 82nd Avenue
 - Close to the community center and connectivity to bus Line 19, which serves a major hospital and medical center that offers physical therapy services (1)
 - Need for roadway improvements, tree canopies and safe crossings (2)
- E Burnside Street and NE 82nd Avenue
 - Support for the new stop (2)
- SE Woodward Street and SE 82nd Avenue
 - Coordinate non-car infrastructure improvements and new stations (2)
 - Convenient between Fubon and WinCo Shopping Centers (1)
- Between SE Yamhill Street and SE Taylor Street
 - Need traffic signal on SE 82nd and Yamhill be re-evaluated (1)
 - Place a stop between Washington and Mill, noting that Main or Taylor would also make the most sense (1)
- On NE Davis Street and NE 82nd Avenue
 - Support the removal of the stop in front of Vestal at Davis (2); this is the only safe route to school and there are no safe crossings in the Glisan area (1)

SOUTH: Southeast Portland Neighborhood (SE Powell Boulevard) to Darlington (OR 213)

Eight (8) responses on the following themes:

- SE Foster Road and 82nd Avenue
 - Lack of shade and the need for tree canopies to accompany the new station (2)
- Eastport Plaza (between Cascade Highway and SE Boise Street)
 - Support for this station location (2)
- SE Crystal Springs Boulevard and SE 82nd Avenue
 - Support this location close to Cartlandia Food Car Pod and Springwater Trail for a safer bike-transit connection (2)

CLACKAMAS COUNTY: Darlington Neighborhood (SE Clatsop Street) to Clackamas Town Center

9 responses on the following themes:

- SE King Road and NE 82nd Avenue
- 1 comment was received on this location, it suggested that this station could be developed as a transfer station for Line 33 and Line 71. It also noted the infrastructure improvement needed for the current stop.
- Station WinCo on SE 82nd Avenue
- 1 comment was received on this location, noting the need for more stations in Clackamas due to the larger block lengths in the area. They suggested that there should be an additional station between Causey and Boyer/Monroe.
- Proposed station locations to be refined.
- Clackamas Town Center
- 3 comments were shared in this area. 2 comments supported adding a stop on or along Monterrey. 1 comment suggested a station closer to the mall, as it would be more convenient to access medical service providers or commercial hot spots.
- Other Locations
- SE Johnson Creek Boulevard and SE 82nd Avenue.
- 2 comments noted a need for a stop at this intersection.
- Walmart (10000 SE 82nd Avenue, Happy Valley, OR).
- 2 comments were received on this location. 1 noted that the placement of this current station should be updated to the south of Otty Road. The other comment suggested a station be added here, citing the convenience due to its proximity to Walmart.

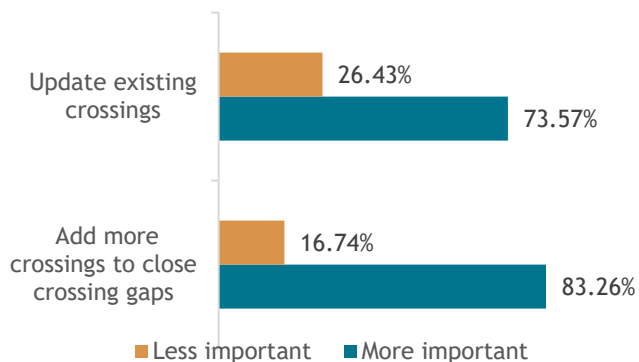
Building A Better 82nd Questions

Between April 18 and May 31, 2023, approximately **286 people** participated in the online open house survey. The survey asked questions on people's priorities for the 82nd Avenue pedestrian realm, bike network, and traffic along the corridor. Please see [Appendix D](#) for open comment responses.

Pedestrian Realm

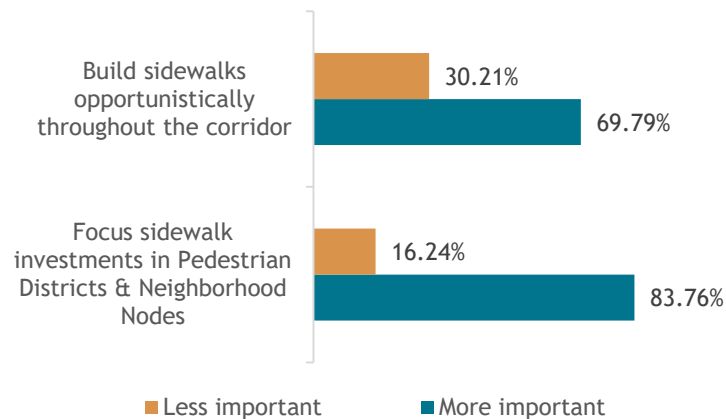
How should PBOT prioritize pedestrian crossing improvements on 82nd Avenue?
(255 responses)

- **83% of responses** - Add more crossings to close crossing gaps.
- **74% of responses** - Update existing crossings.



How should PBOT approach building new, wider sidewalks on 82nd Avenue? (256 responses)

- **84% of responses** - Focus on sidewalk investments in Pedestrian Districts and Neighborhood Nodes.
- **70% of responses** - Build more sidewalks throughout the corridor when possible.



Themes from open-ended comments

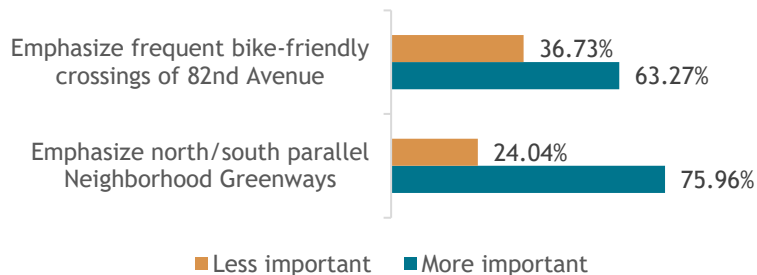
(141 responses)

- Safety improvements such as lighting, speed enforcement and traffic calming, longer crossing signals.
- Cleaner, accessible sidewalks or barriers between sidewalks and cars.
- Rapid flashing pedestrian beacons.
- More native tree cover.
- Crime enforcement.
- Maintain business delivery access.

Bike Network

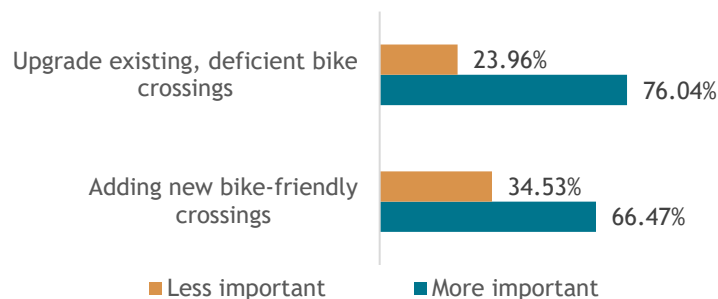
Should PBOT emphasize north/south parallel Neighborhood Greenways OR Bike-Friendly crossings of 82nd Avenue? (250 responses)

- **76% of responses** - Emphasize north/south parallel Neighborhood Greenways.
- **63% of responses** - Emphasize frequent bike-friendly crossings of 82nd Avenue.



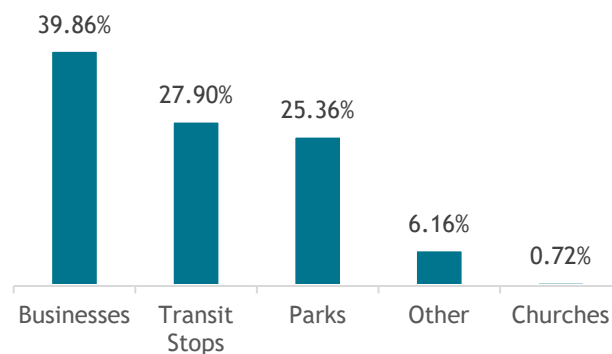
How should we prioritize bike crossing improvements on 82nd Avenue? (252 responses)

- **66% of responses** - Adding new bike-friendly crossings.
- **76% of responses** - Upgrade existing, deficient bike crossings.



If you had to choose one destination type for improved bike access, what would you choose? (276 responses)

- 40% of responses – Businesses
- 28% of responses - Transit Stops
- 25% of responses – Parks
- 0.72% of responses – Churches
- 6.16% of responses – Other including: schools (including higher education)



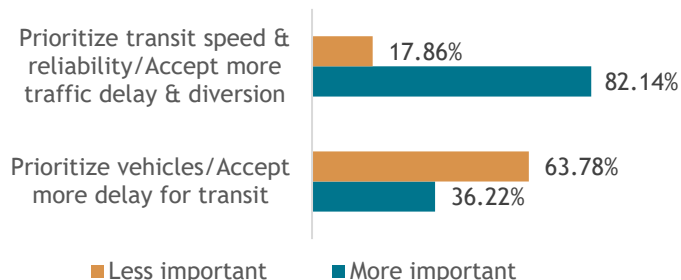
Themes from open-ended comments (112 responses)

- Desire for both N/S network AND safe crossings.
- Pavement and infrastructure maintenance.
- Eye-level wayfinding.
- Crossing sensors in busier bike crossings.
- Separation or protection from traffic.
- Focus on other things - no bike lanes on 82nd Avenue.

Traffic

With limited space and competing priorities how should we prioritize space on 82nd Avenue? (276 responses)

- 64% of responses - LESS important to prioritize vehicles, accept more delay for transit
- 82% of responses - Prioritize transit speed and reliability, accept more traffic delay & diversion



Themes from open-ended comments (117 responses)

- Speed and safety enforcement; traffic calming measures.
- Prioritize pedestrians, transit, and bikes.
- Road maintenance – fix potholes, clean up trash.
- Negative impacts on car-reliant communities and small businesses.
- Creating more traffic due to a road diet.
- Concerns about medians.

Demographic Questions

At the end of the online open house, participants were invited to answer optional demographic data so that the project team could better understand who they were reaching. **265 participants** chose to provide demographic data. *It should be noted that 40% of online open house participants chose not to answer the optional demographics questions.* Please see [Appendix E](#) for full demographic data.

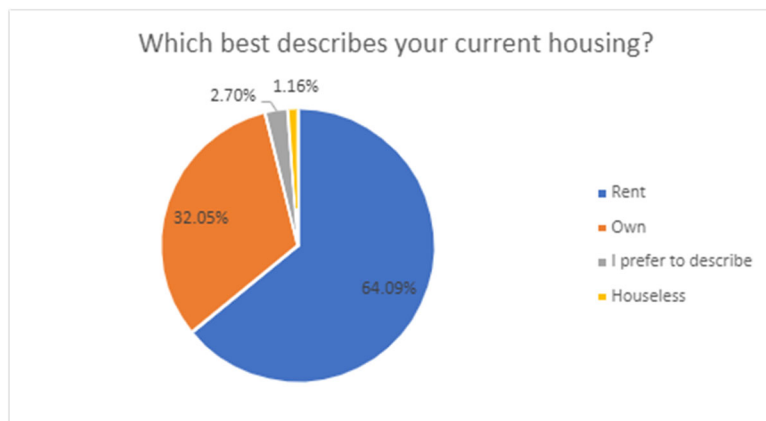
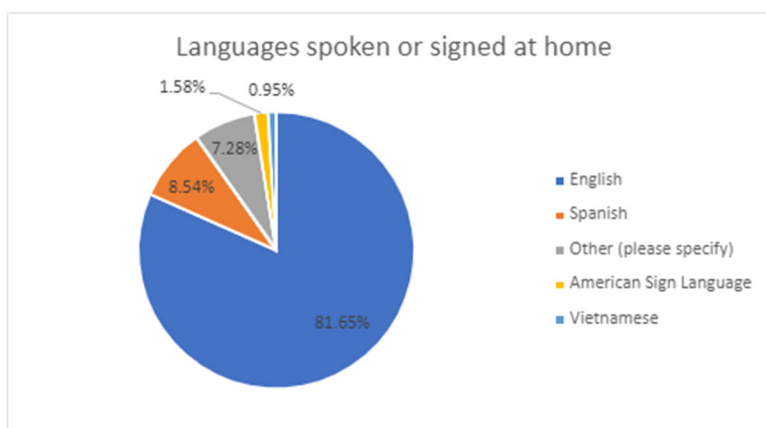
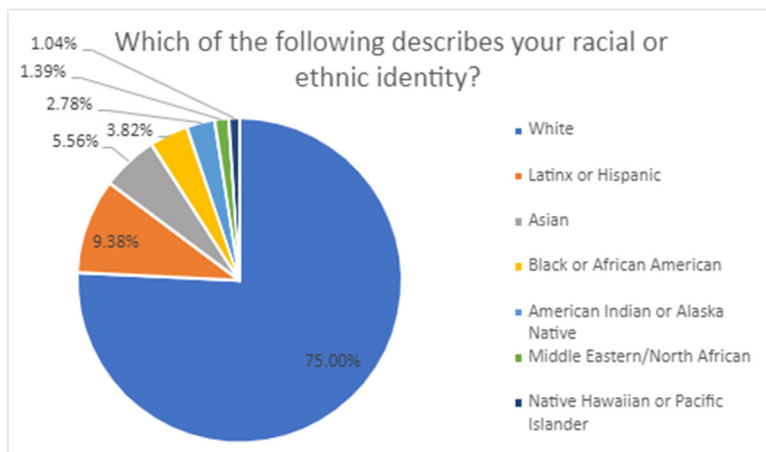
Participants were **overwhelmingly white (75%)**. Most spoke English at home (82%), followed by Spanish (9%).

Most survey respondents **rent** their homes (**64%**) and 32% are homeowners.

ZIP codes included:

- 97206 (41 responses)
- 97266 (40 responses)
- 97220 (34 responses)
- 97213 (32 responses)
- 97216 (20 responses)
- 97215 (20 responses)

22% identified with having a disability.



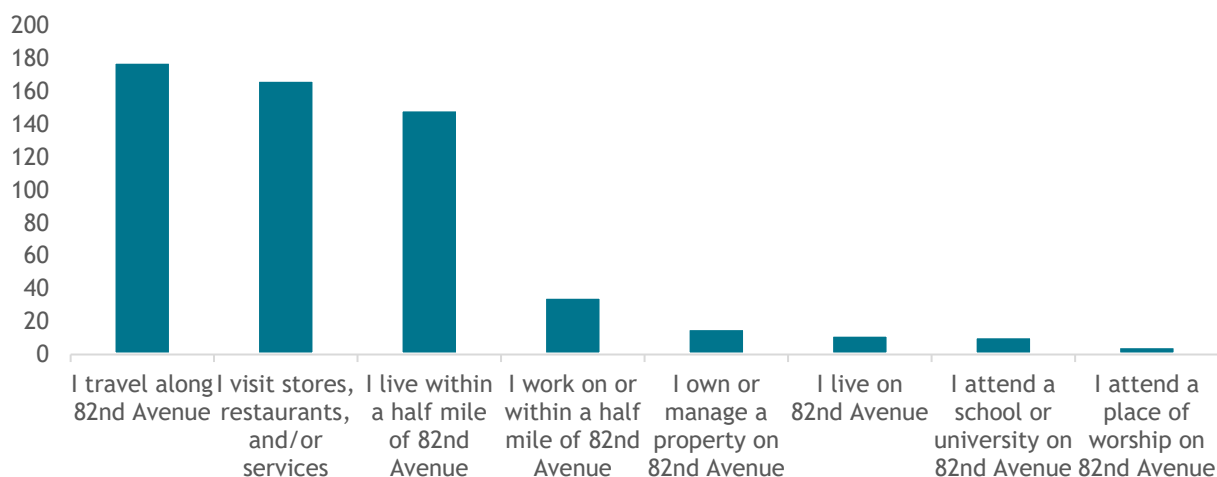
Business Access Survey

The 82nd Avenue Critical Fixes: Major Maintenance Survey asked business and property owners on 82nd Avenue questions to better understand access needs and concerns during roadway work. The survey received **209 completed English responses and one (1) response in Spanish**. However, only **thirteen (13) self-identified as an owner or manager of a business or property** on 82nd Avenue. Of those who identified as a business owner or

manager, eight (8) were white, three (3) were Asian, one person wrote in “American”, and one person chose not to respond. *It should be noted that many respondents used the open comment portion of the survey to voice their opinions about the project, instead of the online open house.*

Below is the summary of feedback from selected questions, please see [Appendix F](#) for the full set of data. *Some questions received more responses than others.*

- **Are there any general comments or feedback you’d like to share with the project team?**
 - Most supported the improvements, especially those to make the street more walkable and safer.
 - Many expressed excitement for increased green spaces and tree canopies.
 - Some were concerned about restricted left turn access, especially to businesses or residences.
 - Some supported improved transit services and infrastructure.
 - Other themes include suggestions for bike infrastructure improvements and suggestions for non-transportation-focused improvements, such as safety and illegal activity enforcement.
- **Tell us about the role 82nd Avenue plays in your life today. What types of activities do you do? (check all that apply)**



SUMMER OUTREACH SUMMARY

PBOT, TriMet, and Metro hosted four workshops intended to foster discussions with the community regarding future infrastructure and transit improvements for 82nd Avenue by building on comments collected in the spring. In July and August, the project team **connected with over 240 people** through:

- Steering Committee meetings (Metro/TriMet) with elected officials and community members; open to the general community. See the spring outreach section for more information about the committee.
- One (1) Community Advisory Group meetings (PBOT), with eighteen (18) community members; open to the general community. See the spring outreach section for more information about the group.
- Organized group briefings, including tabling at community events and presenting to Neighborhood Associations.
- Four (4) geographically focused, in-person workshops (40 north, 52 central, 75 south, and 50 Clackamas County).



Community members were informed about the activities through:

- Weekly project email updates.
- Canvassing businesses and residences near the workshop locations within the City of Portland. Flyers in English included information in Chinese/普通话, Latinx/Español, Vietnamese/Tiếng Việt, and Russian/Русский.
- Chinese/普通话, Latinx/Español, Vietnamese/Tiếng Việt, and Russian/Русский flyers that were shared with the spring focus group participants and other community members via email and social media.
- Promotional materials at transit stations and bus stops that included a QR code to the project website from North Portland to Clackamas Town Center.
- Cross promotional information sharing with community partners (82nd Avenue Coalition).
- Agency social media accounts.

Group Briefings

PBOT, Metro, and TriMet also participated in **meetings with organized groups**, including neighborhood and business associations, and city advisory committees. These included:

- Montavilla Neighborhood Association
- Jade District
- 82nd Avenue Transition Roundtable

- Safe Routes to School walk with Marysville Elementary parents
- Joint Bicycle Advisory Committee (BAC) and Pedestrian Advisory Committee (PAC)
- Freight Advisory Committee
- Roseway Neighborhood Association
- Annual 82nd Business Association
- Powellhurst Gilbert Neighborhood Association

Themes from the meetings:

- Support for safety improvements.
- Need for more services and resources from the City and County to address houselessness and camping impacts, crime (such as theft and graffiti), and traffic violations.

Geographic Workshops

Each workshop had the same format, where attendees moved through each section of the workshop, learning about and commenting on potential improvements on 82nd Avenue. Attendees wrote comments about their top priorities on post-it notes, comment cards and directly on maps, while staff members were available to field any questions and explain improvements in more detail. The in-person workshops were held in English (with Chinese/普通话, Latinx/Español, Vietnamese/Tiếng Việt, Russian/Русский, and American Sign Language/ASL translators at each event).

North Workshop – Cully, Sumner, Roseway, Madison South

On June 17, 2023, at McDaniel High School (in the north section of 82nd Avenue) **approximately 40 people attended the workshop**. Attendees moved through each section of the workshop, learning about and commenting on potential improvements in the northern section of 82nd Avenue.

Partners from Urban Forestry, the 82nd Avenue Coalition, the Bureau of Planning and Sustainability, Prosper Portland, and PBOT Maintenance and Operations were also available to talk to attendees and answer any questions.



Themes and Takeaways

Overall, attendees were excited to see future improvements to 82nd Avenue. [Appendix G](#) includes the full set of comments that were collected.

- | | |
|--------------------|--|
| Safety | <ul style="list-style-type: none">• People felt that vehicles travel too fast and unsafely along 82nd Avenue and wanted to see more enforcement.• There were many safety concerns regarding crime, prostitution, and illegal racing.• Several people wanted to ensure that the area surrounding Vestal School was made safer and that families could easily access transit.• There were a few concerns about reducing lanes on 82nd Avenue. |
| Streetscape | <ul style="list-style-type: none">• Trees were extremely popular, but people wanted to make sure the city properly maintained them.• Pop-up events and art/murals would help foster community at several locations along the corridor. |
| Transit | <ul style="list-style-type: none">• People wanted safer, more frequent transit service and wanted a line that goes to the airport.• Many people were interested or excited about the FX line. |
| Bikes | <ul style="list-style-type: none">• Attendees wanted safer crossings for bike routes, and a focus on fixing greenways east of 82nd Avenue. |

Central Workshop – Madison South, South Tabor, Montavilla, Powellhurst-Gilbert

On July 20, 2023, at Asian Pacific American Network of Oregon (APANO), in the central section of 82nd Avenue, **about 52 people attended the workshop.**

Partners from the Bureau of Planning and Sustainability and PBOT Maintenance and Operations were also available to talk to attendees and answer any questions or explain improvements in more detail.



Themes and Takeaways

Attendees really appreciated the opportunity to come and speak with representatives, as well as voice their opinions. The event was attended by many people in the bike community, as well as young people, and seniors. [Appendix H](#) includes the full set of comments that were collected.

- | | |
|---------------|--|
| Safety | <ul style="list-style-type: none">• Reducing vehicle speed and traffic calming, as well as enforcement.• Safer crossings and pedestrian priority. |
|---------------|--|

Streetscape

- Many people wanted wider sidewalks free of debris.
- Almost everyone loves trees, whether in the sidewalk area, ROW, or in center medians.
- Art or community murals and placemaking were popular.
- Many attendees wanted parklets or plazas, with community events.
- Trash and litter clean up, and more trash cans.

Transit

- Many people are in favor of a PDX terminus, especially if it goes later than other services. A few felt Cully made the most sense.
- Overall, folks want faster, more reliable, and safer buses.
- Shelters and trees at bus stops, as well as safe crossings at stops.
- Many people mentioned wanting closer bus stops, especially for seniors and people with disabilities.

Bikes

- Respondents wanted safe, protected bike lanes, signaled crossings, and greenway roadways to be fixed.
- A few people mentioned wanting better bike signals for drivers making right turns. There are often no bicyclists, and they must wait, leading to frustration or illegal right turns.
- There were many location specific improvements.

South Workshop – South Tabor, Powellhurst-Gilbert, Foster-Powell, Mt. Scott-Arleta, Lents, Brentwood-Darlington Workshop

On July 29, 2023, at CORE (in the south section of 82nd Avenue) about **75 people attended the workshop**.

A staff member from the Bureau of Planning and Sustainability was also available to talk to attendees and answer any questions.



Themes and Takeaways

Overall, attendees were excited to see future improvements to 82nd Avenue. They shared their experience travelling up and down 82nd Avenue and provided suggestions and feedback on areas for improvements. [Appendix I](#) includes the full set of comments that were collected.

Safety

- Many attendees shared safety concerns, mostly regarding speeds on 82nd Ave. Narrowing lanes and capacity of 82nd Avenue, as well as left turn access were also concerns.

Streetscape

- Most people were in favor of more tree installations to protect stations from the heat and to provide traffic slowing mitigation. Many proposed increasing numbers of available trash cans and noted concerns for streetscape maintenance.

Transit	<ul style="list-style-type: none">• Most are in support of the transit improvements, especially for better stop infrastructure and improvement on bus reliability. Some shared suggestions for improving connectivity and reliability.
Bikes	<ul style="list-style-type: none">• Protected bike lanes were mentioned by many attendees. People are mixed on if bike lanes should be added but improving current biking infrastructure was supported by most. Many mentioned adding a side street bike lane as an alternative. People felt biking on 82nd Avenue is dangerous.

Clackamas County Transit Workshop – Clackamas Town Center Transit Center

On August 4, 2023, TriMet and Metro hosted a workshop at Clackamas Town Center Transit Center, the southern terminus of Line 72. **Approximately 50 people attended the event.** Several displays were placed under the tents. Attendees moved through the displays which showed the proposed station locations and transit improvements. The displays include:



- A full map of the proposed station locations along 82nd Avenue
- Station Siting
- A Top Priority: Higher Quality Bus Service

Attendees were invited to share their thoughts on the comment cards, through the prioritization activity or to write it down on the flipchart. Staff members were available to field any questions and explain improvements in more detail. Project flyer was offered in English, Spanish, Chinese, Russian and Vietnamese. Most attendees chose to have direct conversation with staff members, staff members used the flipchart to make notes of the conversation. [Appendix J](#) includes the full set of comments that were collected.

Themes and Takeaways

Overall, attendees were excited to see future bus improvements to 82nd Avenue.

- Most were supportive of the proposed transit improvements such as signal prioritization, bus dedicated lanes, FX-2, and bus shelters.
- Most supported consolidating stations along 82nd Avenue, but some expressed concerns surrounding accessibility with increased station spacings.

Spring and Summer 2023 Outreach Summary

- Some were supportive of the airport as the northern terminus and some expressed support for Cully as a terminus, stating that it is a more equitable location.
- Several attendees highlighted safety on the bus and at bus stops as a high priority, encouraging better and more safety measures.

Other comments were about transit experience on other bus lines, feedback on roadway improvements such as shorter crossing distances, pedestrian crosswalks and sidewalks, and concerns surrounding funding and funding distribution.

82nd Avenue Transit Project



TRI  MET



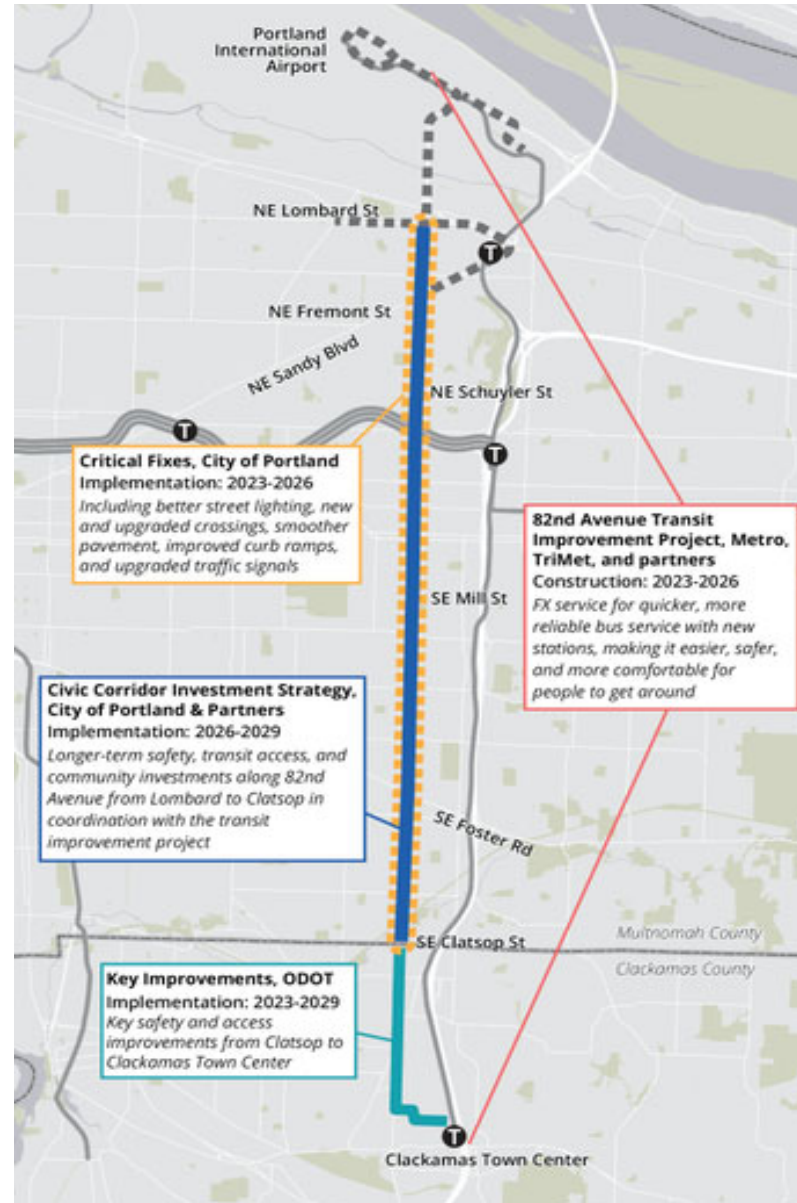


Why invest in transit here?

- **Transit speed and reliability:** faster trips with buses arriving on time.
- **Constrained corridor:** serve the high travel demand in a constrained corridor
- **Safety:** safe access to transit and bus stop amenities in a high injury corridor
- **Transit-dependent communities:** safe, accessible, efficient, and reliable transit service to meet the needs of communities who rely on transit
- **Climate change:** public transit is a primary tool to reduce greenhouse gas emissions in our region



82nd Avenue Transit Project & Building a Better 82nd



The Line 72 Today

- Highest ridership bus line in the region, carrying more riders than the MAX Yellow or Orange lines
- Connects to over 20 other bus lines, MAX Blue, Green and Red Lines, and key destinations along 82nd Avenue
- Highest passenger travel delay of any line on the system
- Bus stops are spaced too close together and do not meet current TriMet standards
- Most bus stops lack shelters, seating, crosswalks, lighting, and real-time information



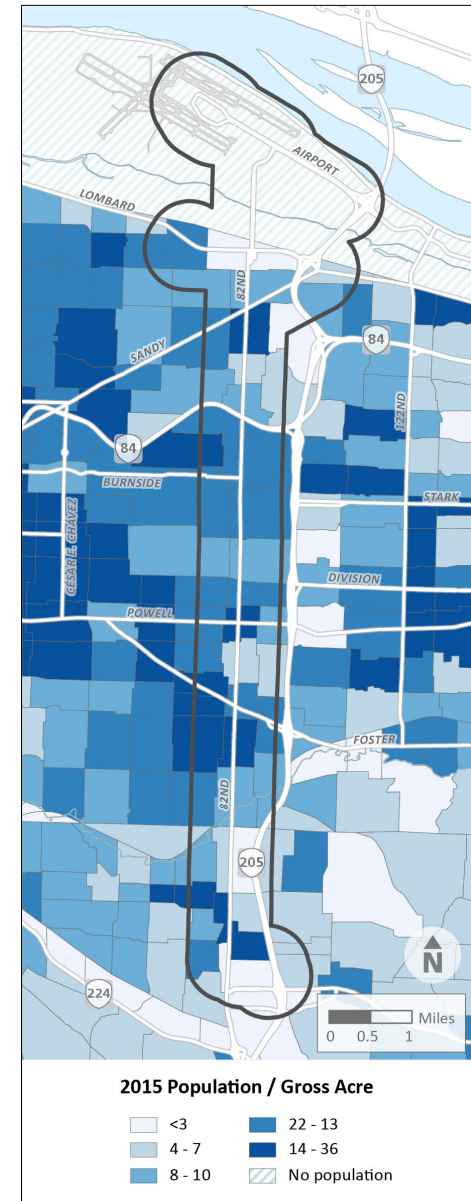
Need to serve the communities that rely on transit along 82nd Avenue now and in the future

Population and employment in the corridor is high and growing

- Nearly 70,000 people (4% of the region)
- Between 47,000 – 62,000 jobs (5-7% for the region)
- Anticipated to grow at substantially and faster than the region

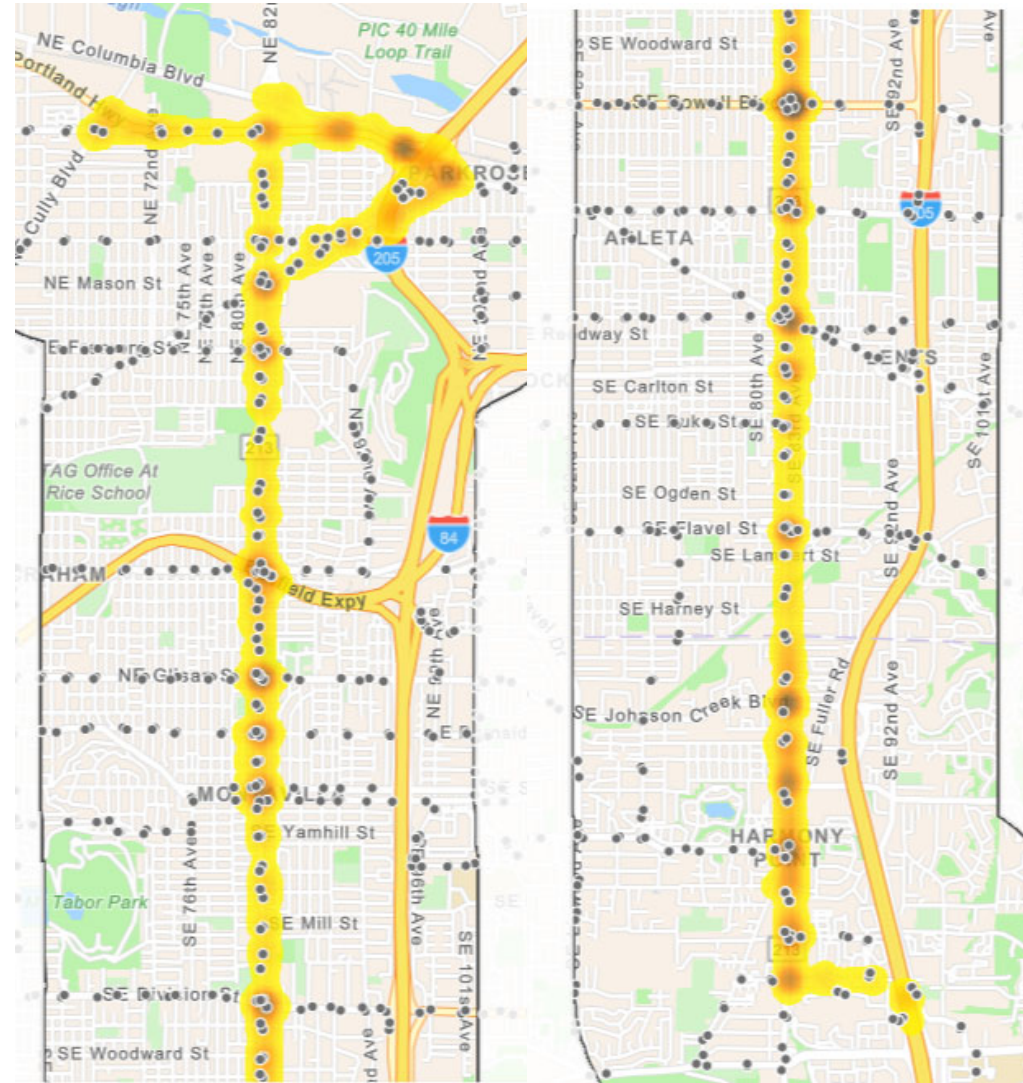
The corridor includes populations that are more likely to rely on transit than the general population

- Equity Focus Areas (BIPOC, Low Income, and Limited English Proficiency)
- Persons with a disability
- Zero car households
- Certain housing populations



Safety

- 82nd Ave is one of the **highest crash and highest injury corridors** in the region
- **Crashes occur near bus stops**
- **Safe pedestrian access** to transit is important
- 8 pedestrian or bike fatalities (2015-2020)
- Sidewalk and lighting quality vary
- **Crossing improvements** planned by PBOT and ODOT will improve safe access to existing stops, but **some gaps will remain**





82nd Ave at SE Luther (Northbound)

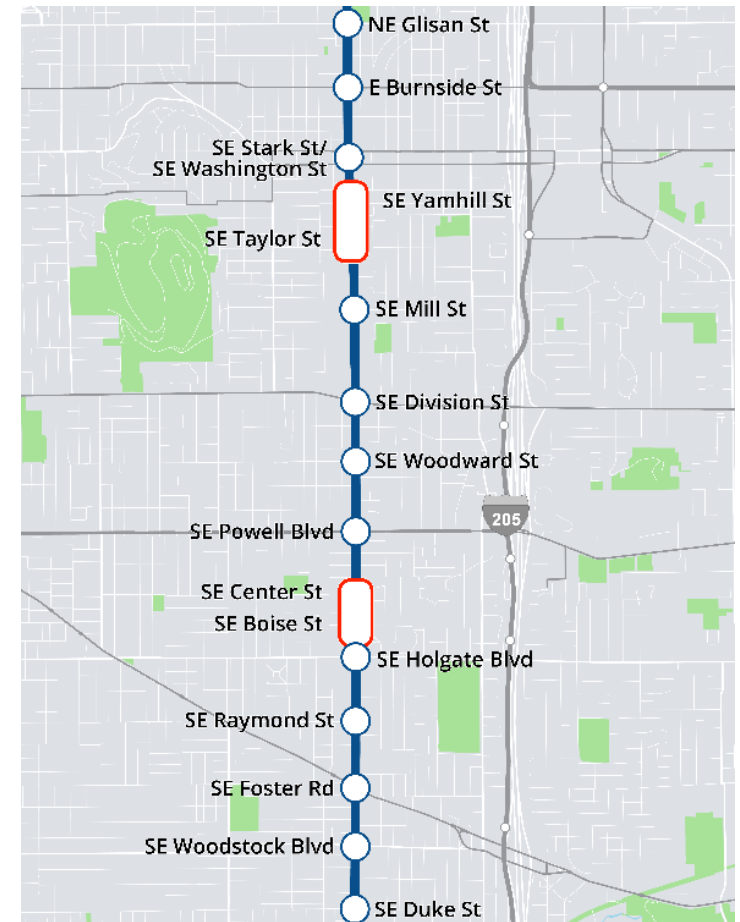
FX™ — TriMet's new Frequent Express

- Improvements to pedestrian access and lighting
- More seating and space with longer buses (room for 60% more riders).
- More doors make it easier and quicker for people to get on and off, improving bus trip speed and reliability.
- Dedicated lanes and signal priority to get buses around car traffic.
- Bus stations with shelters, seating, lighting and real-time bus arrival information.



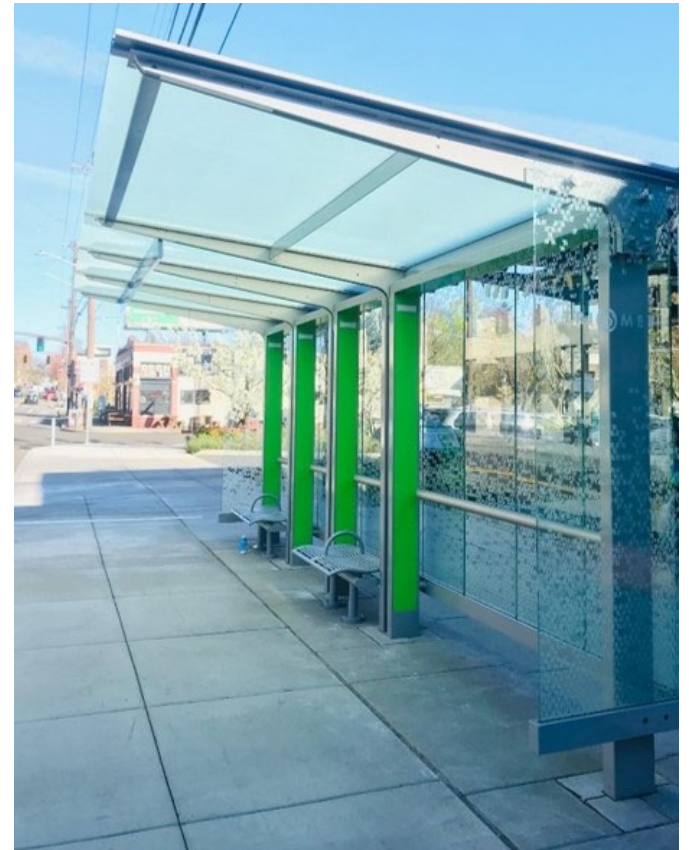
Proposed Station Locations

- Invest in better amenities where people want to go
- Consolidation of close proximity & low ridership stops to improve trip speed and reliability
- **Most people will access transit where they do now or very nearby.**
 - About 72% of rides will be in the same general location
 - About 90% of rides would have a station within 500 feet of the current stop (about two and a half blocks or just under two minutes)
- **Process ongoing – further refinement of station locations**



How will station locations be evaluated?

- Near important destinations and community services –*where are people going now*
- Easy transfers to other transit lines
- Number of people using the stop
- Safely getting there by foot or wheels
- Connection to jobs and services for people who depend on transit
- Easy access for people with disabilities





Route and Northern Turnaround

- The new FX line would use the same route as today's Line 72 between Clackamas Town Center and Sandy Boulevard
- Partners are exploring four options for the bus to turn around at the northern end of the line:
 - Portland International Airport
 - Cascade Station
 - Cully Neighborhood
 - Parkrose Transit Center

How will turnaround options be evaluated?

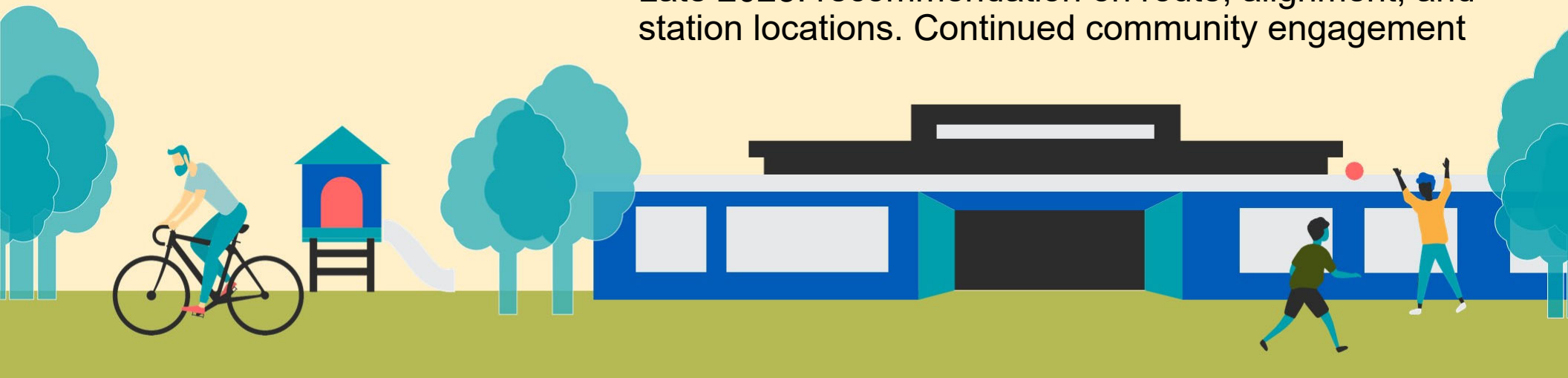
- Fit with local community plans and needs of property owners
- Access to jobs and important destinations
- Connections to other bus and MAX lines
- Safe and convenient walking and rolling access
- Ability to serve people who rely on transit
- Make it easier for more people to ride transit
- Consistent with cost efficiency goals

We will seek community feedback on turnaround options and the station locations this summer.



What's next?

- Spring 2023
 - Project Awareness
 - Technical Analysis
 - Community input on proposed station locations
- Summer 2023
 - Community input on route alignment and northern turnaround options
 - Community input on refined station locations
- Late 2023: recommendation on route, alignment, and station locations. Continued community engagement





PBOT
PORTLAND BUREAU OF TRANSPORTATION

TRI  MET



Metro

Questions?



82nd Ave Investment Project: Focus Group Questions

Your connection to 82nd Ave

1. What parts of 82nd Avenue do you use the most? (for example, Southeast/Northeast)
2. What are the different ways you get around 82nd Avenue? (for example, walk or roll/bike/drive/bus/max)
3. In a few words tell us...
 - What do you like about 82nd Avenue?
 - What don't you like about 82nd Avenue?

Sense of transportation safety features

4. Which areas of 82nd Avenue...
 - Do you feel most safe, and why?
 - Do you feel least safe, and why?
5. Which of the following do you think would make 82nd Avenue feel safer?
 - More crosswalks
 - Improved sidewalks and curb ramps
 - Slower vehicle speeds
 - More lighting

- More visible transit stops with lighting, seats, and shelters
- Improved bike connections near 82nd Avenue
- Improved access for people biking along 82nd Avenue
- Improved street signs
- More trees and landscaping

Transit related questions

6. For those that use public transit (bus/MAX), what do you like about it?

Additional ideas for improvement

7. Which would you like to see more of near bus stops along 82nd Ave?
8. Beyond transportation, what would you like to see more of along 82nd Avenue?
9. Is there anything that hasn't been asked that you'd like to talk about with the group?

Participant Demographics

1. Do you live and/or work within a few blocks of 82nd Avenue?
2. What is the mode of transportation you use most to get around?
3. Which county do you live in?

82nd Avenue Transit Project

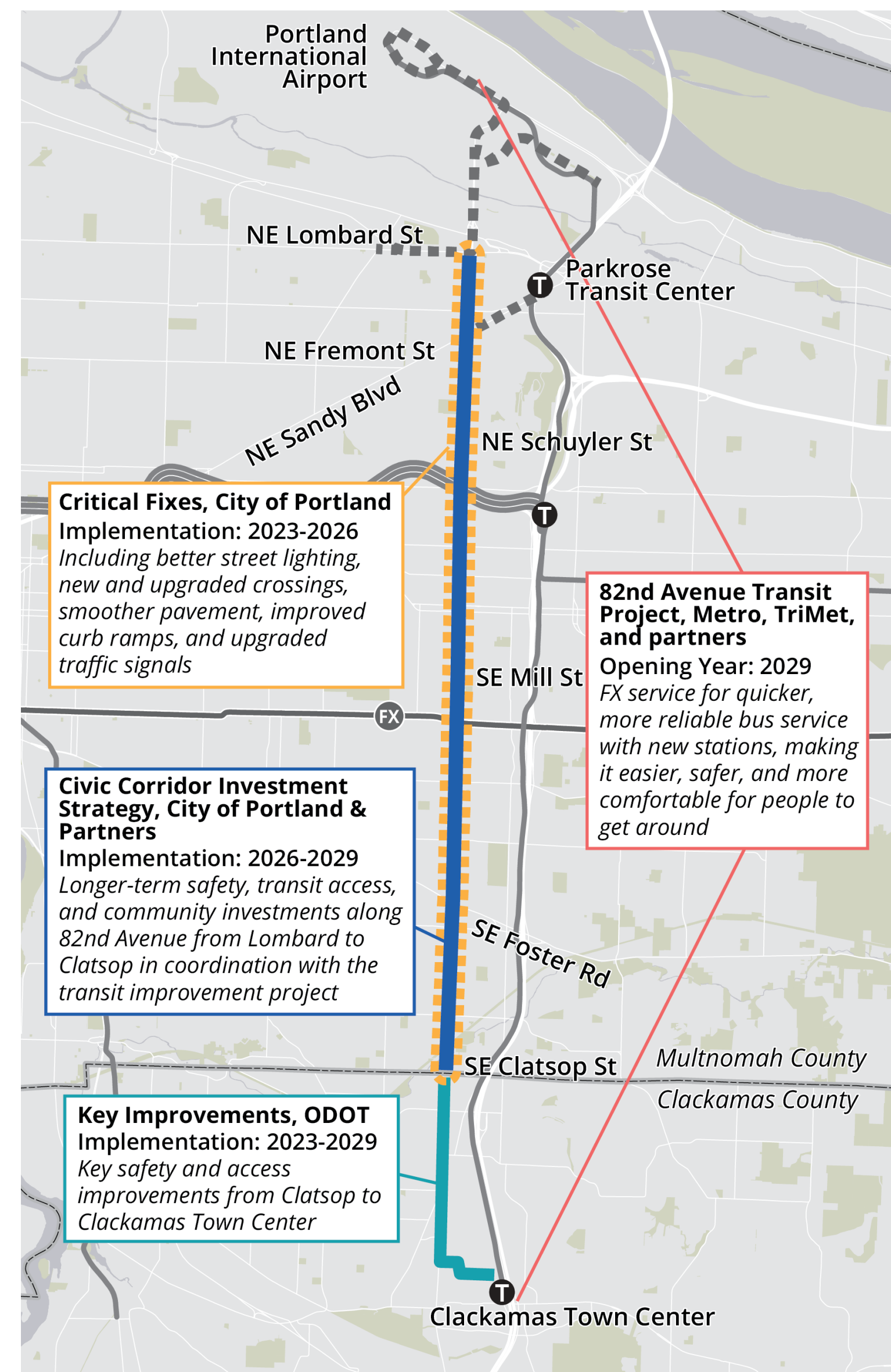
Living Cully Partners
October 11, 2023



Elizabeth Mros-O'Hara, Metro
Michael Kiser, TriMet



Improvements Coming to 82nd Avenue



The Line 72 Today

- Highest ridership bus line in the region, carrying more riders than the MAX Yellow or Orange lines
- Connects to over 20 other bus lines, MAX Blue, Green and Red Lines, and key destinations along 82nd Avenue
- Highest passenger travel delay of any line on the system
- Bus stops are spaced too close together and do not meet current TriMet standards
- Most bus stops lack shelters, seating, crosswalks, lighting, and real-time information





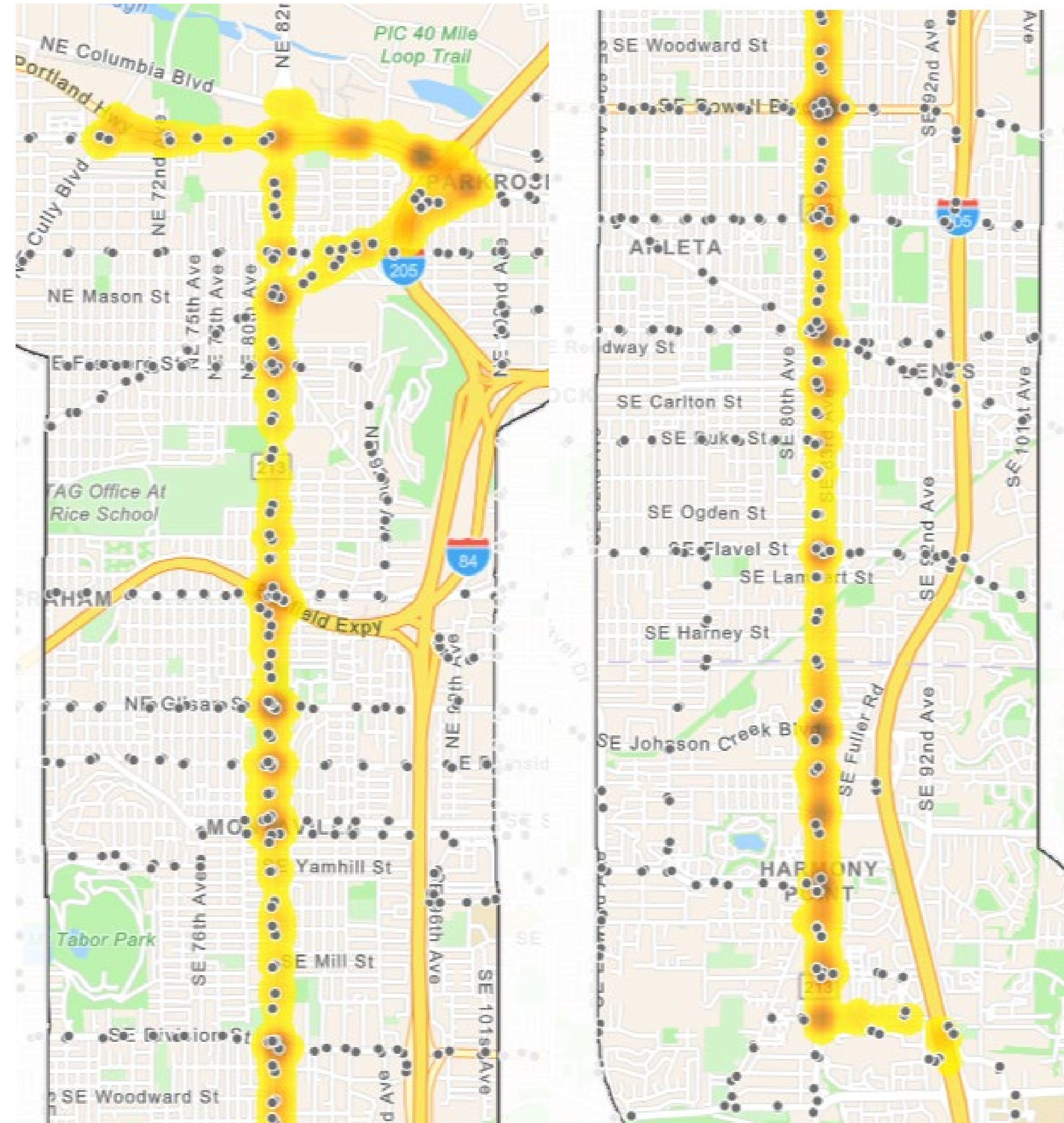
Why invest in frequent service transit here?

- **Transit speed and reliability:** faster trips with buses arriving on time.
- **Constrained corridor:** serve the high travel demand in a constrained corridor
- **Safety:** safe access to transit and bus stop amenities in a high injury corridor
- **Transit-dependent communities:** safe, accessible, efficient, and reliable transit service to meet the needs of communities who rely on transit
- **Climate:** public transit is a primary tool to reduce greenhouse gas emissions in our region



Safety

- **82nd Ave** is one of the **highest crash and highest injury corridors** in the region
- **Crashes occur near bus stops**
- **Safe pedestrian access** to transit is important
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- **Crossing improvements** planned by PBOT and ODOT will improve safe access to existing stops, but **some gaps will remain**





TriMet's new Frequent Express

- Improvements to pedestrian access and lighting
- More seating and space with longer buses (room for 60% more riders).
- More doors make it easier and quicker for people to get on and off, improving bus trip speed and reliability.
- Dedicated lanes and signal priority to get buses around car traffic.
- Bus stations with shelters, seating, lighting and real-time bus arrival information.



Proposed Station Locations

- This project would consolidate today's closely spaced stops into higher quality stations.
- Invest in better amenities at stations
- Placing stations where people want to go
- **Most people will access transit where they do now or very nearby.**





Route and Northern Turnaround

Partners are exploring four options for the bus to turn around at the northern end of the line:

- Portland International Airport
- Cascade Station
- Cully Neighborhood
- Parkrose Transit Center

Community feedback will help guide decision making on turnaround options and the station locations.



How will turnaround options be evaluated?

- Fit with local community plans and needs
- Access to jobs and important destinations
- Connections to other bus and MAX lines
- Safe and convenient walking and rolling access
- Ability to serve people who rely on transit
- Make it easier for more people to ride transit
- Consistent with cost efficiency goals





82nd FX North Terminus & Routing - Cully Option



82nd Bus Rapid Transit FX (Proposed)

82nd Bus Rapid Transit FX Station (Proposed)

Line 72 (Proposed)

DRAFT FOR
REVIEW

LAS
ADELITAS

NE CULLY BLVD

NE LOMBARD

Midblock
Crossing
(Existing)

NE KILLINGSWORTH

- FX Route (82nd Avenue)
- Future Shared-Use Path

Not To Scale





What's next?

- **Fall 2023**
 - Continued analysis and community engagement
 - Focus groups and stakeholder conversations on northern terminus
- **Winter 2023/2024**
 - Present terminus evaluation findings and community
 - Northern terminus staff recommendation
- **Spring 2024:**
 - Steering Committee vote on route, alignment, and station locations
 - Continued community engagement



Discussion

- What questions do you have?
- How does transit fit into your values and priorities?
- What is the vision for a future main street at Killingsworth & Cully Triangle?
- How would bus parking mesh with community aspirations?
- Who else should we talk to?

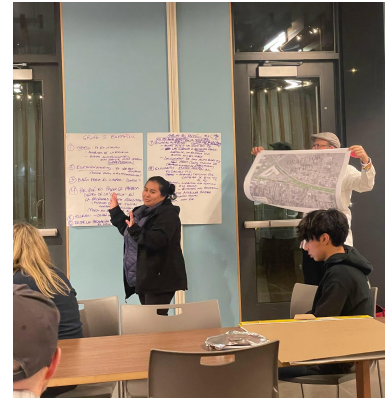


Questions?

oregonmetro.gov/82ndtransit



**Metro Prospective Terminus Locations - Cully
Verde / Latinx Community**



Meeting Date: Wednesday, November 1, 2023

Time: 5:30 - 7:30 PM

Location: Las Adelitas Community Event Space (6735 NE Killingsworth St, Portland, OR 97218)

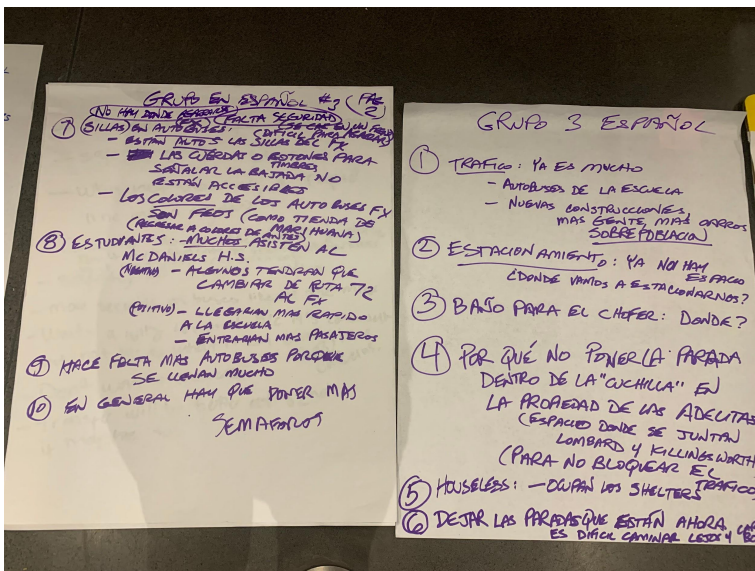
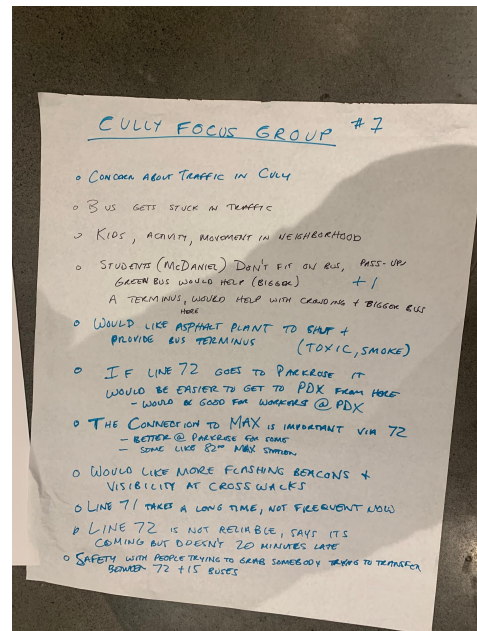
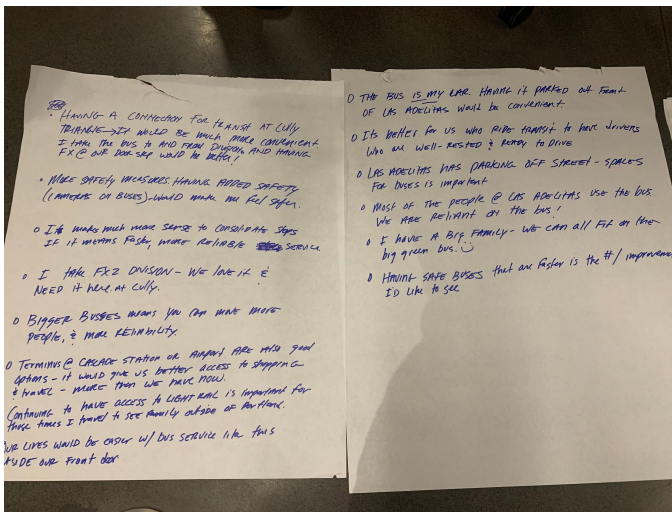
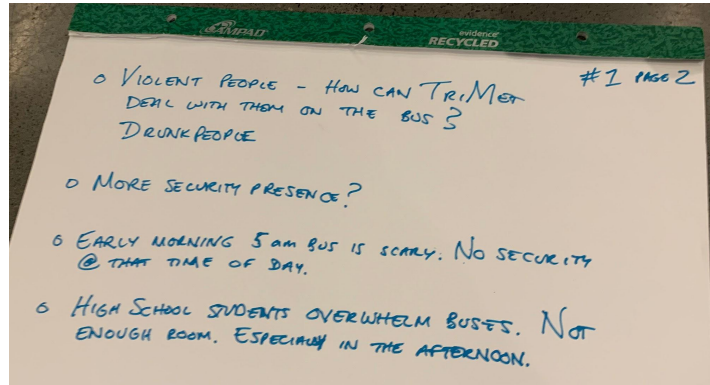
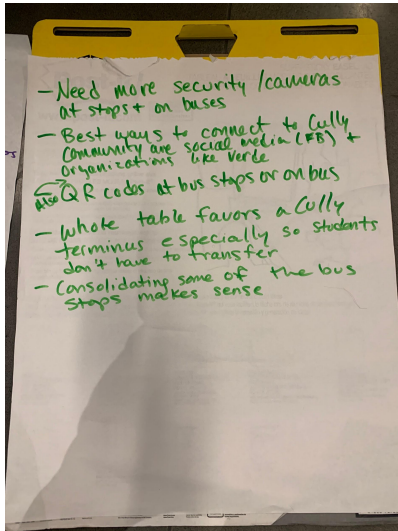
Participants: 33 (31 Spanish speakers, 2 Somali speakers), most affiliated with Hacienda CDC and Verde.



Metro Prospective Terminus Locations - Cully Verde / Latinx Community



Summary:



Priorities and Concerns:

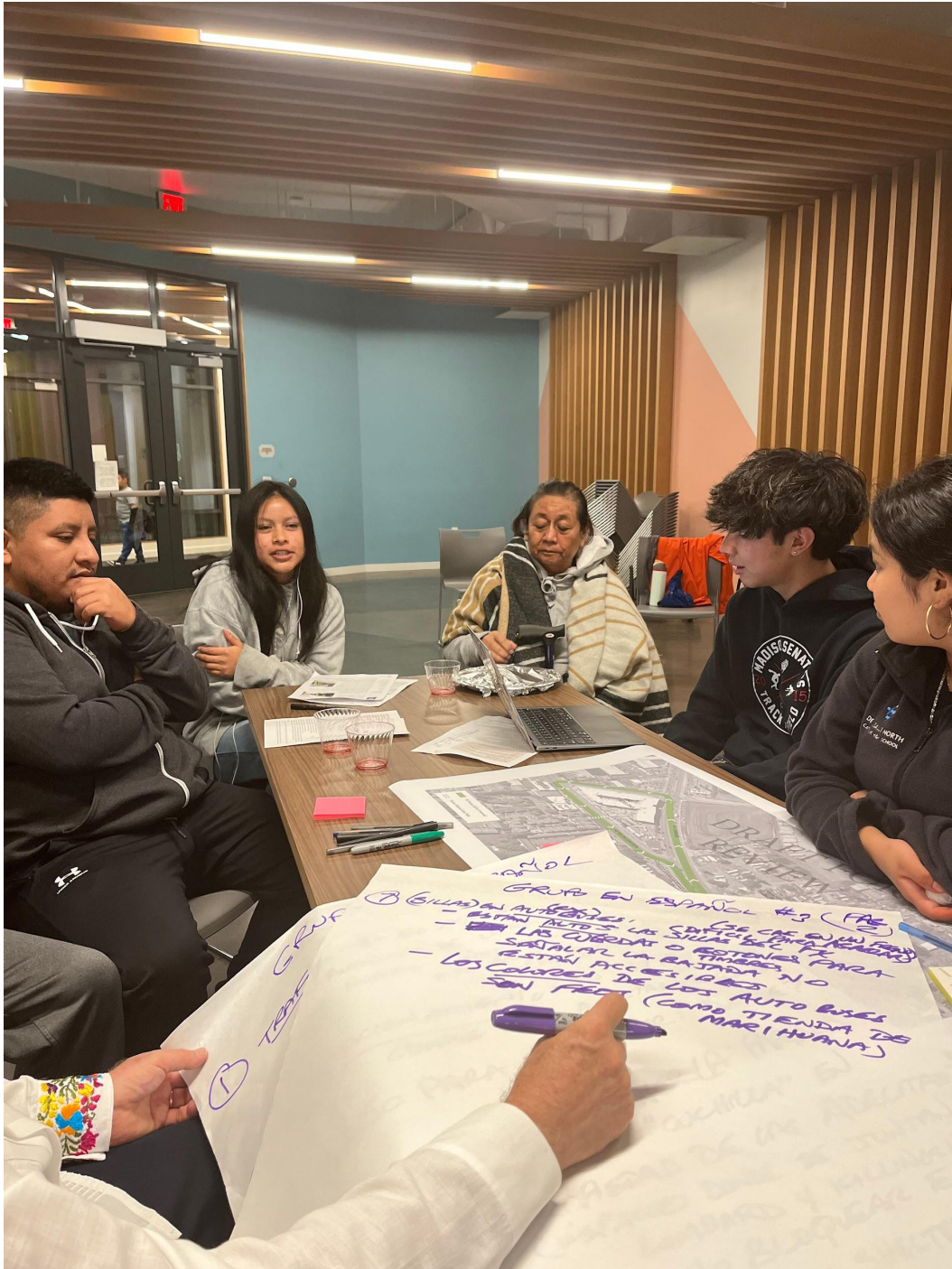
- *Safety/Security:*
 - The addition of cameras at stops and on buses would make riders feel safer on transit, as would some sort of security presence. Some participants report concerns regarding violent people, people using substances, and houseless folks occupying shelters.
 - Many people cross the street where NE Killingsworth merges with NE Lombard (the eastern point of the Cully triangle). Focus group participants noted an interest in adding a marked pedestrian crossing at this location to improve safety.
 - Desire to add a rapid flashing beacon (RRFB) at the existing midblock crossing on NE Killingsworth
- *Pollution:*
 - Concerns with air pollution generated by the asphalt business (Porter W Yett Company) located at the NE corner of Lombard and Cully Blvd. This business produces a lot of toxic smoke into the air and is a detriment to the community. Participants expressed a desire to remove this business from the neighborhood and place the terminus facility at this location.
- *Convenience of having FX in Cully:*
 - Many residents of nearby apartments do not drive: having an FX bus in the neighborhood is seen as a benefit to get people where they need to go quickly and more reliably. High capacity transit is welcomed by larger families traveling together. Parents also said that they feel more comfortable with their children taking public transportation if they don't need to transfer buses to get to school. Riders mentioned that during the school year, buses are overwhelmed by students commuting to and from McDaniel High School, and that sometimes students must wait upwards of an hour for a bus with enough room for them to ride.
- *Preferred locations for Cully terminus:*
 - At the eastern corner of the Cully Triangle, east of Las Adelitas and between Killingsworth and Lombard (currently vacant lot owned by Hacienda CDC)
 - Where NW Affordable Autos (used car dealership) is currently located, across NE Cully Blvd from the Las Adelitas building.
 - Where the asphalt company is located
 - *Note the general theme of wanting the bus terminal to replace less desirable land uses in the community.
- *Other prospective terminus locations:*
 - Cascade Station and the airport are also seen favorably, as they would connect Cully residents to shopping and travel - participants noted that connectivity to these areas are not adequate.
- *Connectivity to MAX and other bus lines:*
 - Because Trimet line 72 is unreliable, some riders describe traveling to other lines for better connectivity to the MAX and other bus lines that offer more reliability and transfers. Many said that consolidating bus stops makes sense for ridership if it means that buses will travel faster with less interruptions.

Metro Prospective Terminus Locations - Cully Verde / Latinx Community

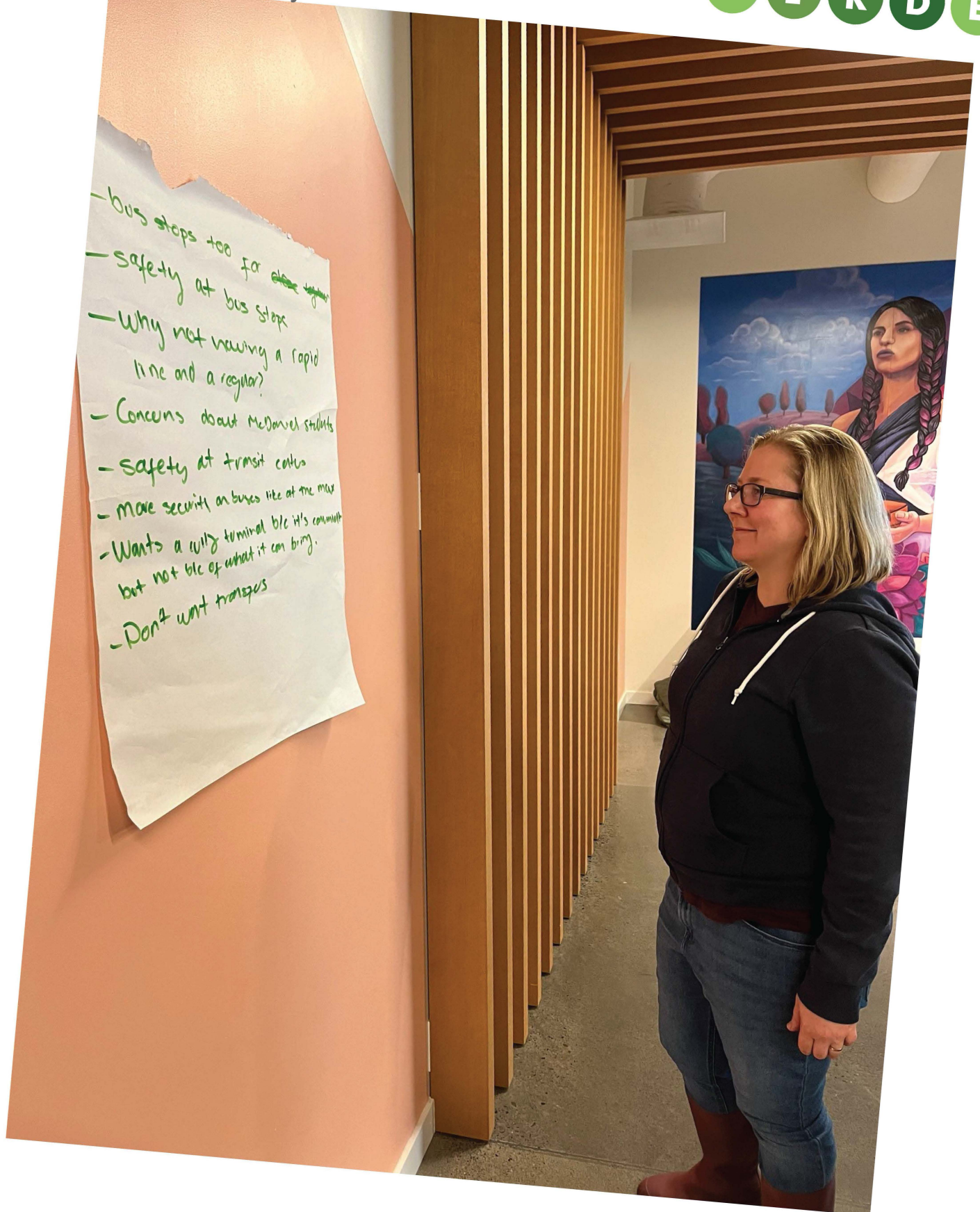


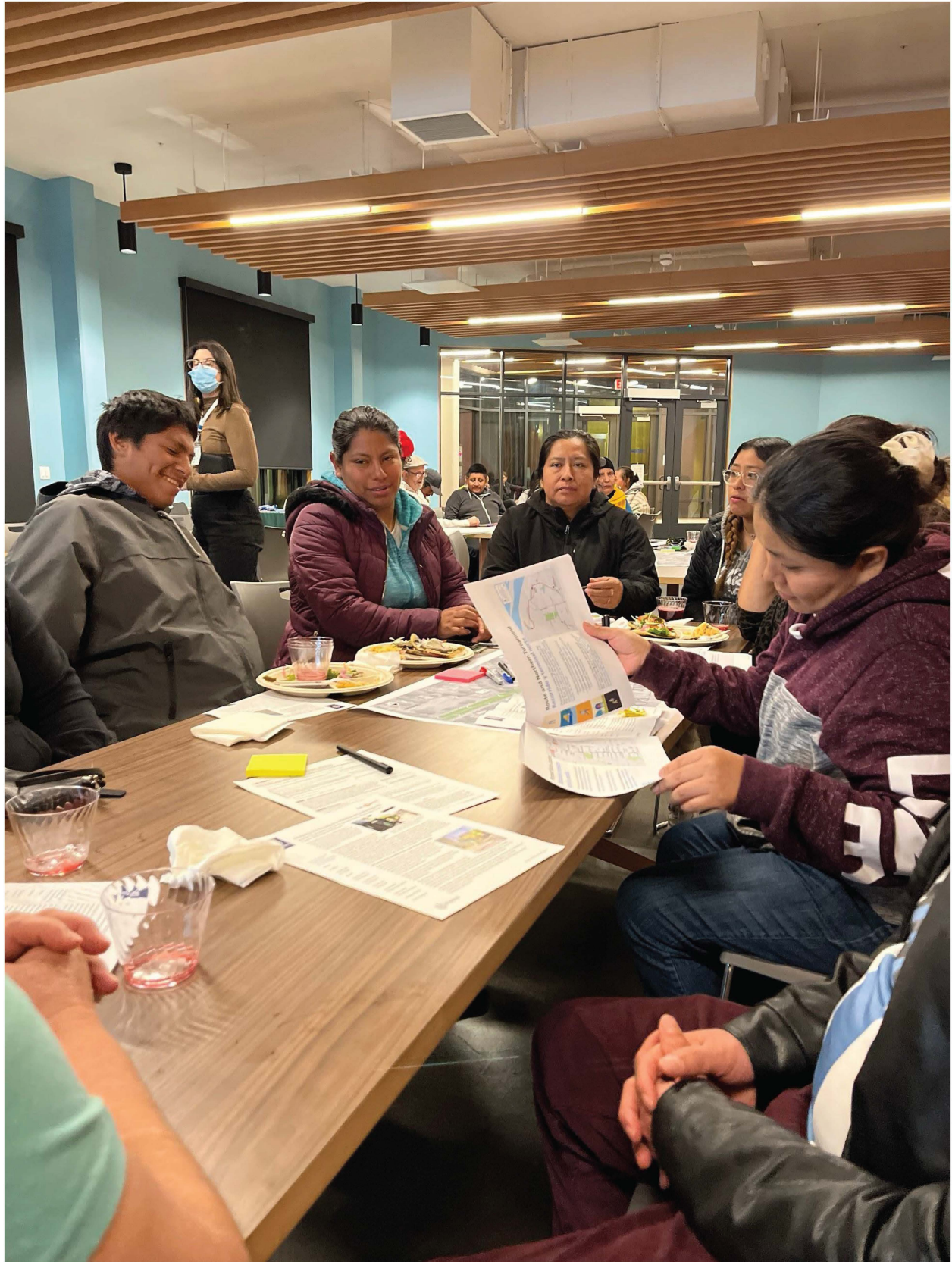
- **Traffic:**
 - Participants noted that the streets surrounding Las Adelitas (NE Killingsworth St., NE Lombard St., and NE Cully Blvd.) already experience a lot of traffic and congestion, and there are concerns that buses will get stuck in traffic and contribute to the existing unreliability of buses.

Photos:

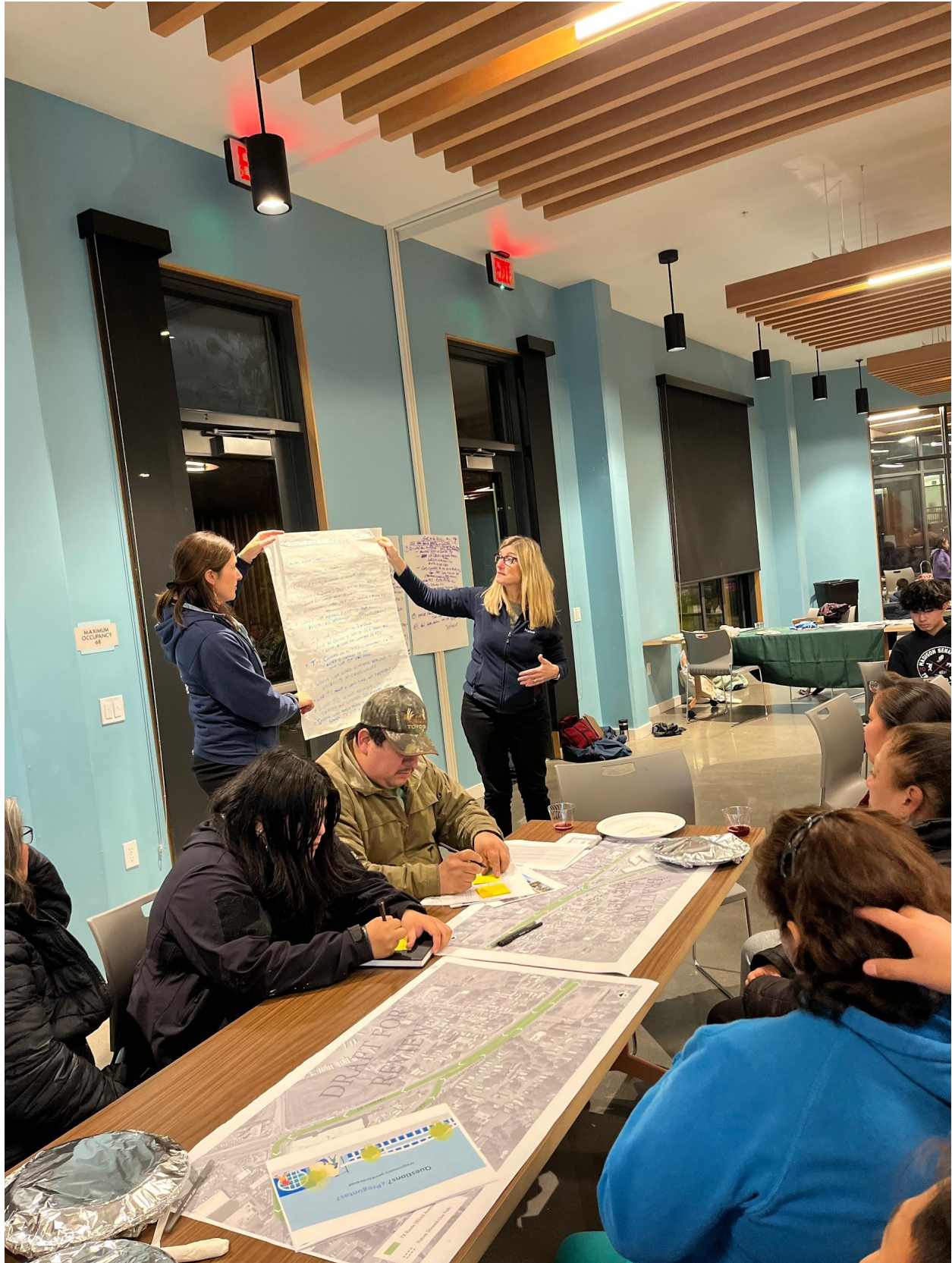






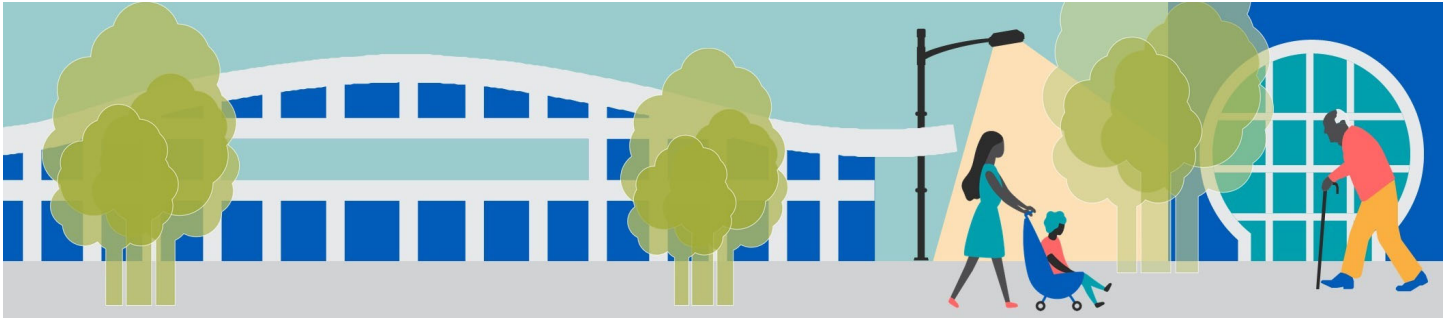






Metro Prospective Terminus Locations - Cully
Verde / Latinx Community





82ND AVENUE TRANSIT PROJECT

PARKROSE COMMUNITY OUTREACH SUMMARY

Prepared for

Metro

TriMet

Prepared by

JLA Public Involvement, Inc.
123 NE 3rd Avenue, Suite 201
Portland, Oregon 97232

Date

12/11/23

English Focus Group

On October 30th, 2023, the 82nd Avenue Transit Project team conducted a focus group at the Parkrose High School library to meet with community members in the Parkrose area to gather input around:

- The northern terminus for future 82nd Avenue FX.
- Feedback around a new Line 72 running from Swan Island to Parkrose Transit Center via Prescott Street.

Project staff provided comment forms and factsheets in Vietnamese, Spanish, and English. Vietnamese and Spanish interpreters were also present. Dinner was also provided. To show the team's appreciation for the community's feedback and participation, attendees had the option to receive a \$25 gift card. There were six attendees in total.

Vietnamese and Spanish Engagement

In addition to the focus group, community engagement liaisons conducted language-specific engagement with Vietnamese and Spanish-speaking community members and business owners in the Parkrose area between November 2nd and November 13th. There were ten attendees in total, five from each community. The community liaisons collected feedback on the proposed changes and community priorities using the translated comment form and factsheets.

These events were meant to:

- Engage community members through targeted, in-person focus groups.
- Raise project awareness of the 82nd Ave Transit Project.
- Provide a high-level overview of northern terminus options, how each option performs, and how they would affect Parkrose residents.
- Present conceptual diagrams, showcasing features that are typically part of a terminus (drop-off, pickup zones, etc.).

SUMMARY OF FEEDBACK

A summary report of the English Focus Group discussion is included in Appendix A. A summary report of language specific outreach is included in Appendix B.

Below are the common themes of feedback collected through the focus group and language-specific outreach.

- Safety is the biggest concern and priority for the Parkrose community. Many expressed interests in learning more about safety plans.
- Community members are supportive of establishing the turning point at Parkrose, largely due to the infrastructure improvements (i.e. lighting, shelter) that this investment could bring.
- The community shared concerns regarding increased traffic delays. Vietnamese and Spanish-speaking communities expressed concerns regarding transit delays, while English-speaking participants shared concerns regarding congestion for drivers.
- The participants shared their desire for a community-led process and stressed the importance of equitable outreach and supporting local businesses.

- The participants expressed excitement and support for increased connectivity but also interest in learning more about how the transit service costs and routes might be impacted.

NOTIFICATION

Several weeks before the event, project staff began conducting outreach through direct calls and emails to invite community organizations, businesses, neighbors, and community members to the focus group. The project team conducted additional outreach to ensure that a wide range of individuals had a chance to provide input, including the following:

- East Portland Chamber of Commerce
- All Hands Raised
- Parkrose Neighborhood Association
- SOLVE
- NAYA
- Historic Parkrose
- The Light of the World (Luz Del Mundo Church)
- Parkrose Community Orchard
- Parkrose Permaculture
- WeShine (Parkrose Community Village)
- Parkrose Community United Church of Christ
- Parkrose Business Associations
- Parkrose Marketplace
- Parkrose School District
- WorkSystems Inc
- Elevate Oregon
- Prosper Portland
- Argay-Parkrose NET

The community liaisons conducted outreach through in-person meetings with Vietnamese and Spanish-speaking community members and business owners in the Parkrose area, as well as using their personal connections to the communities in the area.

APPENDIX A. ENGLISH FOCUS GROUP DISCUSSION

Transit project staff provided a presentation on Line 72 today, the proposed changes, features of TriMet's Frequent Express (FX) bus, and the proposed turn-around locations. Project staff invited attendees to share their questions and concerns regarding the proposed changes, and how these changes would impact the Parkrose community.

Most of the attendees were supportive of using the Parkrose Transit Center as the turn-around point, as it is cheaper, and the investment brings the facilities improvement that the community needs. Questions focused concerns focused on safety, the benefits, and tradeoffs to establishing transit at Parkrose vs. other terminus location options and the impacts on surrounding neighborhoods, concerns with the potentially negative impact on car traffic and congestion, and suggestions and aspirations of the process and outcome.

Below are the themes of the group's discussion.

- Safety is the biggest concern both on the bus and at stations/stops.
 - TriMet is exploring different tools for security, for example, a text-safety-number, security cameras on FX buses, and increasing the security personnel in transit centers and on buses.
 - Improved lighting and increasing tools for security will be beneficial, but lighting is emphasized as a priority.
- Pros/Cons of establishing the turnaround point at Parkrose and its impact on surrounding neighborhoods.
 - Parkrose has an established facility so it would cost less money. It'll benefit from the infrastructural improvements the investment brings, such as lighting and safety.
 - The current transit center feels isolated from the rest of the community and space, this is an opportunity to activate the space and create a deeper connection.
 - Sumner Neighborhood will experience better connections, and the transit investment will be paired with pedestrian and bike improvements.
- Parkrose High School students are frequent users of TriMet services.
- To route the buses through key community hubs, locations, and destinations that have access to places with food or water.
- A community-led process is important.

Comment Cards

Are there any thoughts, questions, or concerns you want to share?

- I'm worried about A/C during the summer.
- If bus lanes happen, please put a time on them. So cars with carpoolers can use the bus lane. Please do not cause more traffic for cars.

What do you think about the proposed changes to Line 72?

- Changes are good. I recommend end at Parkrose Transit Center. Since there is space for bus and shelter for bus *commuters*.
- Please don't cause more traffic for community members.

What would an FX terminus mean to your community/neighborhood? E.g. bus parking, station area, connections, and crossings.

- More traffic.
- Hopefully more crosswalk by the Parkrose Transit Center.
- I would welcome better infrastructure that it would bring: lights, security, crosswalks.

How does transit fit into your values and priorities? Show us on the map: what is important in your community?

- Safety is #1.
- Students who use public transportation and safety!
- Enhance Parkrose Transit Center.

What else should we know?

- Community lead outcomes.
- Please do not take lanes from cars.

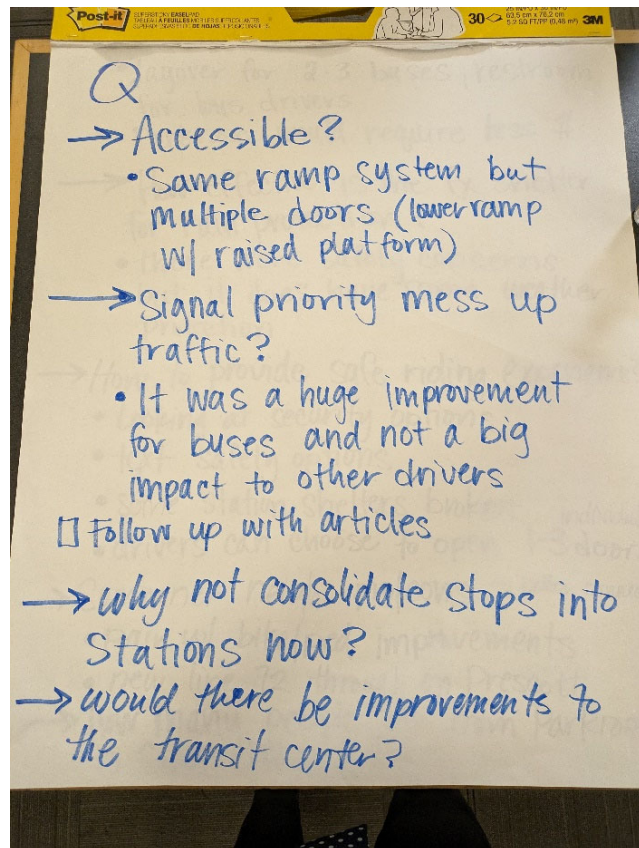
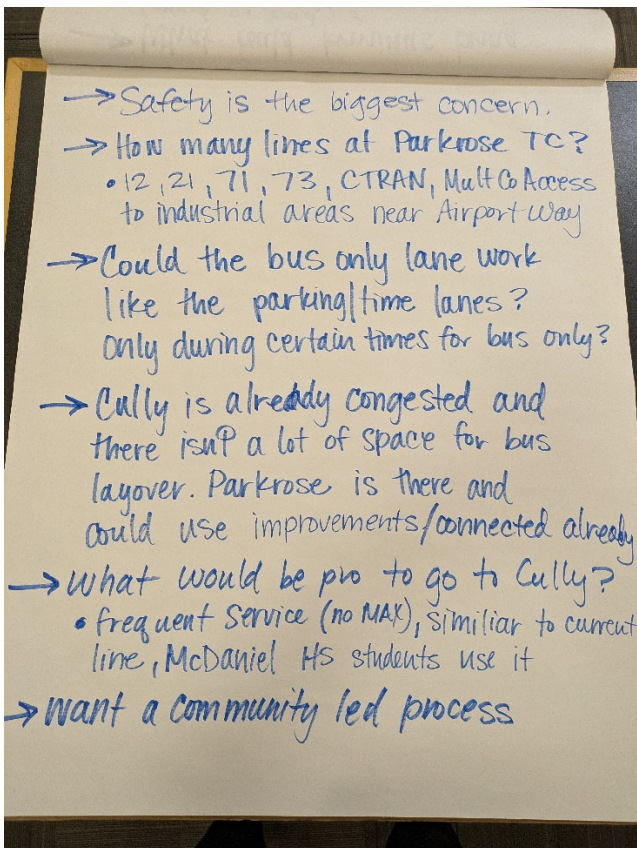
Flipcharts

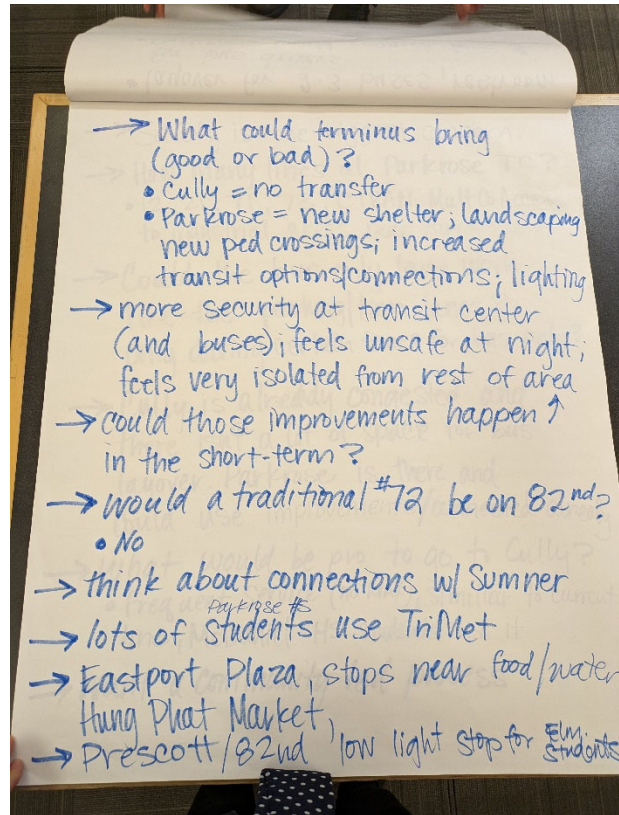
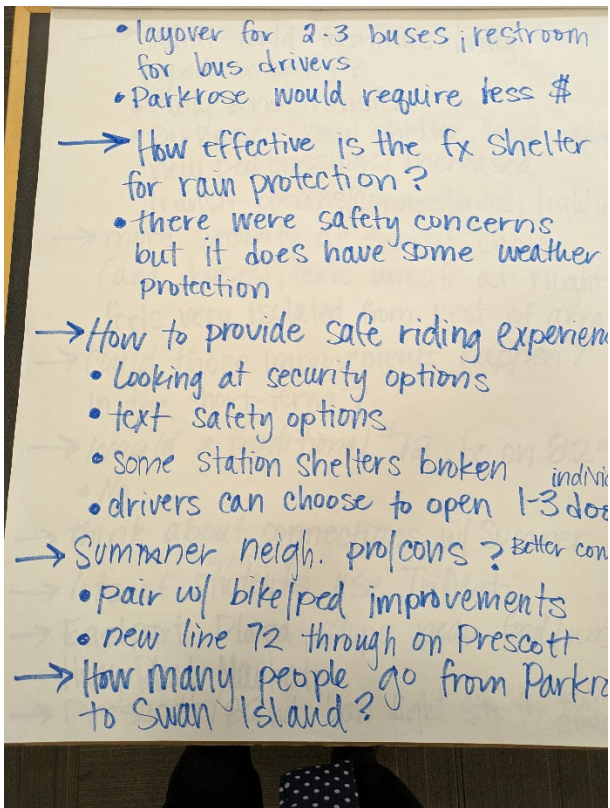
Question

- Accessible?
 - Some ramp system but multiple doors (lower ramp with raised platform).
- Signal priority mess up traffic?
 - It was a huge improvement for buses and not a big impact to other drivers.
- Request: Follow up with articles.
- Why not consolidate stops into stations now?
- Would there be improvements to the transit center?
 - Layover for 2 – 3 buses; restroom for bus drivers.
 - Parkrose would require less money.
- How effective is the FX shelter for rain protection?
 - There were safety concerns but it does have some weather protection.
- How to provide safe riding experience?
 - Looking at security options.
 - Text safety options.
 - Some station shelters broken.
 - Drivers can choose to open 1 – 3 doors individually.
- Sumner Neighborhood pros/cons?
 - Better connection.
 - Pair with pedestrian/biking improvements.
 - New line 72 through on Prescott.
- How many people go from Parkrose to Swan Island?
- What could terminus bring (good or bad)?
 - Cully = no transfer
 - Parkrose = new shelter; landscaping; new pedestrian crossings; increased transit options/connections; lighting.

Parkrose Outreach Summary

- More security at transit center (and buses); feels unsafe at night; feels very isolated from the rest of area.
 - Could those improvements happen in the short-term?
- Would a traditional line 72 be on 82nd Avenue?
 - No.
- Think about connections with Sumner.
- Lots of Parkrose Highschool Students use TriMet
- Eastport Plaza, stops near food/water, Hung Phat Market.
- Prescott/82nd, low light stop for elementary school students.
- Safety is the biggest concern.
- How many lines at Parkrose Transit Center?
 - 12, 21, 71, 73, C-Tran, Multnomah County Access to industrial areas near Airport Way.
- Could the bus-only lane work like the parking/time lanes? Only during certain times for bus only?
- Cully is already congested and there isn't a lot of space for bus layover, Parkrose is there and could use improvements/connected already.
- What would be pro to go to Cully?
 - Frequent Service (no MAX), similar to the current line, McDaniel Highschool Students use it.
- Want a community-led process.





APPENDIX B. VIETNAMESE- AND SPANISH-SPEAKING COMMUNITIES DISCUSSION

What are the top 3 topics you heard the most from your group?

- Participants wanted to know about plans for safety, city plans for the houseless population occupying the area, and ensuring that the services will continue being provided to the locations they are already in, while also making sure the improvements are easily accessed by all community members

What are the top 3 concerns your group felt the strongest?

- Safety, traffic, and commute time/frequency

Are there any thoughts, questions, or concerns you want to share?

- One participant mentioned that they are worried about traffic because there will be a lot of cars in the area. A participant thinks that this project is a good idea because it will help 82nd be a cleaner street and be more improved. Another hopes that this project will maintain 82nd Ave so that it remains as 2 lanes on both sides, rather than reducing them down to 1 lane. Multiple participants think that it is good that the transit project is taking place in the Parkrose area and more specifically on 82nd Ave. Another participant agrees that this project is good, but they would like to know more about the safety plan. One participant had concerns about safety, homeless people, and if the traffic will get worse. A participant mentioned that this project seems that it will allow people to walk more, and that is healthy, but those with disabilities may find that difficult. A couple questions were raised, which were if bus #72 would still be usable, and if there would still be service to Swan Island? Someone else is asking if the cost would be the same and how frequent the transit would be.

What do you think about the proposed changes to Line 72?

- Most participants mentioned that having longer buses and safer, covered shelters would be extremely helpful for the riders and commuters. They think that with these improvements, bus line #72 will be providing better services. They enjoy that it allows more people to access the better and safer services. One participant specifically mentioned that this project would be nice if they still have access to Swan Island and other routes. One participant thinks that Line 72 is one that many people pass through to access other places; these new improvements would help a lot of people. One participant thinks that this is a good project but they were wondering if each stop will be further away? They specifically were concerned about people with disabilities.

What would an FX terminus mean to your community/neighborhood? E.g. bus parking, station area, connections, and crossings.

- A participant mentioned that having a bus station and safety crosswalks are helpful to the community and neighborhood. Adding to that, participants think that having an FX terminus would be convenient and easy to access for the community. One participant mentioned specifically that this terminus would allow them to get to work faster and on time. A participant thinks that the FX terminus at Parkrose will make the area look nicer, and will allow easier access for transportation. One participant believes that the FX terminus would allow traffic to be improved and allow for better crossing for pedestrians and those with disabilities. Multiple participants want to know what the city will do with the homeless people currently in the area. They are also concerned about the safety and if the traffic will get worse in the area. One participant mentioned that having transit connections will help a lot. Multiple participants were wondering about if there will be parking, with one mentioning that parking is another issue that will need to be addressed. One participant also asked about frequency about the connections/buses, and if there will be signs present.

How does transit fit into your values and priorities? Show us on the map: what is important in your community?

- One participant mentioned that their main concerns are safety and real-time arrival. They also noted that the most important thing on the map is safety.
- Multiple participants want to be able to go to the airport and have transportation on 82nd Ave be easier.
- One participant noted that the most important thing to their community is getting to work on time.
- A participant mentioned that these changes to the transit will be very important for those who travel using this line.
- One mentioned that it would be nice if the bus was on time so that they could get to work on time, and that it would be perfect and safer.
- A participant said that this transit is very important since many people cannot afford to purchase a vehicle.
- One commented that all people need access to public transportation.

Questions?

- Will there be traffic jams?
- There are homeless everywhere, why doesn't the city remove all the homeless people before conducting this project?
- Would the TriMet schedule change? Would there still be service every day?
- What plan does TriMet have to support local businesses along 82nd ave once the construction starts? Are there going to be any partnerships with BIPOC/immigrant/refugees agencies for outreach once the plan is finalized?

Parkrose Outreach Summary

- Homeless?
- Please include other comments, statements or observations that are not stated above.
- N/A

82nd Avenue Transit Project:

PDX and Cascade Station Surveys Summary

PDX Employee Survey Summary

34 PDX employees responded to the survey, which was distributed via newsletter to PDX employees and posted to the PDX employee website. The newsletter is opt-in and reaches about 2,000 of the 10,000 total PDX employees. The survey was live January 7–18, 2024.

Seven questions were asked:

1. How many employees are at the PDX location of your workplace on an average day?
 - 16% work at businesses with 0–10 employees.
 - 3% work at businesses with 11–20 employees.
 - 26% work at businesses with 21–100 employees.
 - 55% work at businesses with over 100 employees.
2. How do you primarily commute to work?
 - 75% drive.
 - 31% take the MAX.
 - 13% take the bus.
 - No respondents report walking or cycling.
3. Is parking provided free of charge?
 - 69% report that parking is provided free of charge.
 - Those who pay for parking identify the cost as 35–40 dollars a month.
 - One respondent reports that while there is free parking available, “the parking add[s] an extra 30 min so for my early shifts I would park in short term and pay to make it in time to work.”
4. Does your employer provide any incentives for employees who carpool, ride transit, walk, or bike to work?
 - 75% say no.
 - 25% say yes, in the form of subsidized HOP passes or monthly stipends for those who choose not to drive and park at work.
5. Do you find it difficult to get to work?
 - 69% say no.
 - For the 31% that say yes, the mostly frequently mentioned issue is that transit services do not run early enough in the day. Unpredictability and lateness of the MAX lines and shuttles is the second most frequently listed issue.
6. What are the typical shift hours at your place of work?
 - Out of the 32 respondents who answered the question, four respondents report that shifts at their place of work run 24/7. The earliest shifts of the day start at 12:00 AM, and seven respondents report a shift start time that is before the earliest MAX train is scheduled to arrive at the airport (Appendix A).
7. Is there anything else you’d like to tell the project team?

- Out of the 17 open-ended responses, eight are broadly positive about the improved bus service to the airport because it would save time and improve options for reaching the airport other than the MAX. One says that they “would love additional options for transit to the airport with minimal stops.”
- Four respondents report security concerns on public transit.
- Two respondents highlight the need for increased hours of transit service to the airport. One says: “We need reliable transportation for employees who work until 12am or start at 4am. Having no transit options after 11pm or before 6am does not work for the PDX Airport employees.”
- Two have negative opinions about an FX line to the airport.
- One requests more seats at MAX stops.

Appendix A: Reported Shift Times

Shift Starts	Shift Ends
12:00 AM	5:30 AM
3:00 AM	2:00 AM
3:00 AM	2:00 AM
3:30 AM	12:30 AM
4:00 AM	12:00 AM
4:00 AM	1:00 AM
4:30 AM	2:30 PM
5:00 AM	1:30 PM
5:00 AM	8:00 PM
6:00 AM	6:00 PM
6:50 AM	2:50 PM
7:00 AM	3:00 PM
7:00 AM	6:00 PM
8:00 AM	5:00 PM
8:00 AM	5:30 PM
8:00 AM	5:00 PM
8:00 AM	4:30 PM
9:00 AM	5:00 PM
9:00 AM	5:00 PM
10:00 AM	6:30 PM
3:00 PM	1:00 AM
7:30 PM	6:00 AM
8:00 PM	6:00 AM

PDX Manager Survey Summary

Eleven managers of PDX businesses responded to the survey. The survey was distributed to PDX business managers via email on December 7 and remained open until January 18.

Seven questions were asked:

8. How many employees are at the PDX location of your business on an average day?
 - 46% work at businesses with 0–10 employees.
 - 27% work at businesses with 11–20 employees.
 - 18% work at businesses with 21–100 employees.
 - 9% work at businesses with over 100 employees.
9. How do your employees primarily commute to work? (Multiple options could be chosen.)
 - 82% report that some of their employees drive.
 - 73% report that some employees take the MAX.
 - 64% report that some employees take the bus.
 - 9% report that some employees walk.
10. Is parking provided free of charge?
 - 90% report that parking is provided free of charge.
 - No costs were provided for parking that isn't free.
11. Does your business provide incentives for employees who carpool, ride transit, walk, or bike to work?
 - 55% say no.
 - 45% say yes, in the form of transit passes fully paid for (3 businesses) or subsidized (1 business) by the employer.
12. Do you hear from your employees that getting to and from work is difficult?
 - 27% say no.
 - For the 73% that say yes, the mostly frequently mentioned issue is that transit services do not run early enough in the day or late enough at night. Lateness of the MAX and the difficulty of linking connections between multiple forms of transit is also reported.
13. What are the typical shift hours at your place of work?
 - Due to a survey error, this question was not asked of most survey participants. The single respondent said that shifts at their workplace run from 7 a.m. to 3 p.m. and from 11 a.m. to 7 p.m.
14. Is there anything else you'd like to tell the project team?
 - Two managers say that the airport needs transit service that begins earlier and runs later. One says,
 "The airport is a 24hr operation. Some shifts start at 0300, and others don't end until after midnight. When people need to take TriMet, it hurts our operation. We try not to hire people who don't have cars, but that is not always possible."
 - Another says that additional transit service directly to PDX would save a lot of time and encourage people to use public transit.

Cascade Station Outreach Summary

Fourteen businesses were surveyed in-person at Cascade Station on December 14, 2023. Surveyed businesses represent a variety of industries, including six retail, two restaurants, three hotels, and three warehouses.

Four questions were asked:

1. How do employees get to work?
 - Twelve businesses reported that employees use a combination of driving and transit to reach their workplace, with transit ridership ranging from an estimated 15% to 50%.
 - Only two businesses say that all the employees drive.
2. Is there free parking for employees?
 - All businesses had free parking.
 - Many businesses have a policy that employees are not allowed to park in the rows closest to the store.
3. Are there any incentives or reimbursements for taking transit, carpooling, or cycling to work?
 - Most businesses have no incentives. Three (all major retail) have reimbursements for transit passes. One warehouse is interested in providing incentives for transit and cycling, but neither mode is feasible enough to warrant the incentives.
4. Are there any challenges getting to work?
 - The MAX is sometimes unreliable, leading to employees being late for shifts.
 - The MAX doesn't run early enough for earliest shifts at warehouses and night shifts at hotels.
 - The closure of the MAX Red Line over the summer left few transit options for employees.
5. Other comments
 - Four businesses reported that between some or most of their employees live in Vancouver. This question was not asked of all businesses, so the number is likely higher.

82nd Avenue Transit Project - Portland International Airport business survey

Introduction

Public agencies are working together to improve safe access and transit travel time on 82nd Avenue, from Portland to Clackamas Town Center.

We want to hear your feedback on your employee's transportation needs. Please complete this brief survey to help us better understand employee travel behavior, typical shift hours and demand for transit.

This survey should take about 10 minutes. There are two pages of questions after this one. Thank you for your time!

What is the name of the business where you work?

What is your role or title?

82nd Avenue Transit Project - Portland International Airport business survey

Employee commutes

First, please tell us a little about your employees' commutes to work.

How many employees are at the PDX location of your business on an average day?

- ☐ 0
- ☐ 1-10
- ☐ 11-20
- ☐ 21-100
- ☐ More than 100

How do your employees primarily commute to work?

- ☐ Drive
- ☐ Bus
- ☐ MAX train
- ☐ Bike
- ☐ Walk
- ☐ Other (please specify)

Is parking provided free of charge for your employees?

- ☐ Yes
- ☐ No
- ☐ Partially
- ☐ If employees pay for parking, how much does it cost?

Does your business provide any incentives for employees who carpool, ride transit, bike, or walk to work?

- ☐ Yes
- ☐ No
- ☐ If yes, please explain.

Do you hear from your employees that getting to and from work is difficult?

- ☐ Yes
- ☐ No
- ☐ If yes, please explain.

What are the typical shift hours at your business?

82nd Avenue Transit Project - Portland International Airport business survey

Additional comments and follow up

Is there anything else you would like to tell the project team? Or do you have any questions about what a future Frequent Express bus service on 82nd Avenue could mean for your employees?

If you have questions or are available for a follow-up call with the project team, please provide your contact information. (Optional)

Name	<div></div>
Company	<div></div>
Email Address	<div></div>
Phone Number	<div></div>



82nd Avenue Transit Project - Cascade Station business survey

Introduction

Public agencies are working together to improve safe access and transit travel time on 82nd Avenue, from Portland to Clackamas Town Center.

We want to hear your feedback on your employee and customer transportation needs. Please complete this brief survey to help us better understand employee and customer travel behavior, typical shift hours and demand for transit.

This survey should take about 10 minutes. There are three pages of questions after this one. Thank you for your time!

What is the name of the business where you work?

What is your role or title?



82nd Avenue Transit Project - Cascade Station business survey

Employee commutes

First, please tell us a little about your employees' commutes to work.

How many employees are at the Cascade Station location of your business on an average day?

- ☐ 0
- ☐ 1-10
- ☐ 11-20
- ☐ 21-100
- ☐ More than 100

How do your employees primarily commute to work?

- ☐ Drive
- ☐ Bus
- ☐ MAX train
- ☐ Bike
- ☐ Walk
- ☐ Other (please specify)

Is parking provided free of charge for your employees?

- ☐ Yes
- ☐ No
- ☐ Partially
- ☐ If employees pay for parking, how much does it cost?

Does your business provide any incentives for employees who carpool, ride transit, bike, or walk to work?

- ☐ Yes
- ☐ No
- ☐ If yes, please explain.

Do you hear from your employees that getting to and from work is difficult?

- ☐ Yes
- ☐ No
- ☐ If yes, please explain.

What are the typical shift hours at your business?



82nd Avenue Transit Project - Cascade Station business survey

Customer travel

Next, please tell us a little about how your customers get to your business.

How many customers are at the Cascade Station location of your business on an average day?

- ☐ 0
- ☐ 1-10
- ☐ 11-50
- ☐ 51-100
- ☐ More than 100

How do your customers primarily travel to Cascade Station?

- ☐ Drive
- ☐ Bus
- ☐ MAX train
- ☐ Bike
- ☐ Walk
- ☐ Other (please specify)

Do you hear from your customers that getting to your business is difficult?

- ☐ Yes
- ☐ No
- ☐ If yes, please explain.



82nd Avenue Transit Project - Cascade Station business survey

Additional comments and follow up

Is there anything else you would like to tell the project team? Or do you have any questions about what a future Frequent Express bus service on 82nd Avenue could mean for your business?

If you have questions or are available for a follow-up call with the project team, please provide your contact information. (Optional)

Name

Company

Email Address

Phone Number



82nd Avenue Transit Project

Designing great bus service, Clackamas Town Center to Northeast Portland

Planning is underway to improve safe access and transit travel time while connecting people to essential jobs, education facilities, shopping, and community services.

Big improvements are coming to 82nd Avenue. Over the next three years, the Portland Bureau of Transportation's Building a Better 82nd project will construct critical safety and maintenance repairs, including more street lighting, new and upgraded crossings, smoother pavement, improved curbs ramps and upgraded traffic signals. A larger Civic Corridor Investment Strategy – focused on seven miles from Northeast Killingsworth Street to Southeast Clatsop Street – will prioritize longer-term improvements.

The Oregon Department of Transportation is also planning key improvements along 82nd Avenue, south of Portland in Clackamas County.

FX: Upgrade and replacement for Line 72 on 82nd Avenue

Along with these investments, partners from Clackamas County to Portland are working together to explore a transit investment that would replace the existing Line 72 bus on 82nd Avenue with TriMet FX™ – the agency's new Frequent Express service.

FX will bring faster, more reliable transit service with new stations along 82nd Avenue, making it easier, safer and more comfortable for people to get around.

The bus currently serving 82nd Avenue – TriMet's Line 72 – has the highest ridership of any bus line in greater Portland. Though it carries more people than the MAX Orange or Yellow or lines, it shares the road with automobiles, freight and local deliveries.

The current buses are often crowded and get stuck in traffic. Many of the stops are spaced too closely for efficiency, and they lack amenities like shelters, lighting and digital displays featuring real-time arrival information.



FX service on Division Street. Partners are working to bring FX to 82nd Avenue along with other improvements.

82nd Avenue Transit Project Steering Committee

- Metro
- TriMet
- City of Portland
- ODOT
- Multnomah County
- Clackamas County
- Port of Portland
- 82nd Avenue Business Alliance
- Clackamas Resource Center
- Oregon Walks
- Oregon State Legislature
- Unite Oregon



Why FX™ for 82nd Avenue?

- Safer ways for people to get to the bus with better crosswalks, sidewalks, and street lighting.
- More seating and space with longer buses (room for 60% more riders) and easier loading for wheelchairs and strollers.
- More doors make it easier and quicker for people to get on and off, improving bus trip speed and reliability.
- Dedicated lanes and signal priority to get buses around car traffic.
- Bus stations with shelters, seating, lighting and real-time bus arrival information.

Planning process

Metro and TriMet are leading the planning process for the 82nd Avenue FX service. Upgrading to FX would require federal funding for full design and construction. This first step to qualify for federal grants is for partners to determine a route and general station locations.

Partners are exploring potential station locations between Clackamas Town Center and a yet-to-be determined turnaround point north of Sandy Boulevard.

This could also mean changes to the part of Line 72 that currently serves Killingsworth Street and other destinations to the west. Riders whose trips include both the 82nd and Killingsworth portions of today's Line 72 would need to transfer between the new FX line and bus service for Killingsworth.

The Killingsworth line would have at least the same level of service as today. Future public discussions will help decide how best to serve and provide good connections for riders.

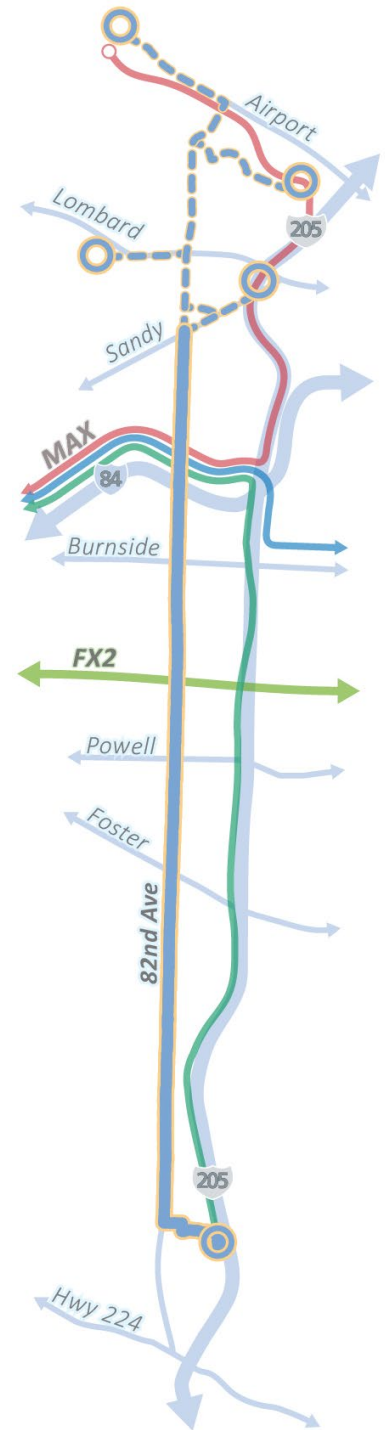
The project's steering committee – made up of elected officials, agency leaders and community representatives – is expected to select the route, station areas and northern turnaround point in the spring of 2024. If supported by all partners, Metro and TriMet will then apply for federal funding to continue design and community engagement.

Construction could begin as early as 2028, and FX service could start running on 82nd Avenue as early as 2030.

What do you think?

Visit oregonmetro.gov/82ndtransit to learn more about FX service and give your thoughts on potential station locations.

Partners are analyzing data about current and future ridership and will bring that information and potential options for the northern turnaround to the community to ask for input this fall.



82nd Avenue Equitable Development Strategies

Context

The 82nd Avenue corridor is a crucial nine-mile artery in east Portland metro area that crosses the jurisdictions of Clackamas County, Multnomah County, and the City of Portland with many neighborhoods such as the Jade District, Montavilla, and Lents. This unique roadway stands at a transformative juncture. Historically underserved yet characterized by diverse communities, 82nd Avenue now benefits from significant public investments guided by the East Portland Action Plan (EPAP) and the East Portland Economic Development Strategy (EDS), which aim to foster comprehensive revitalization through sustainability, inclusivity, and economic growth.

Central to these efforts are initiatives including:

- Funding from the American Rescue Plan Act (ARPA)
- Funding from the Portland Bureau of Transportation's (PBOT) "Building a Better 82nd Avenue" streetscape improvements
- Potential for a Bus Rapid Transit project (BRT) led by Trimet
- A 30-year Tax Increment Financing district (TIF) that could fund many projects on the avenue.

These investments offer a unique opportunity to revitalize this vibrant corridor while also expanding transportation options, especially low and no carbon ways of getting around.

Both the corridor and much of East Portland have long grappled with issues like gentrification, displacement, and cultural erosion. Market and socioeconomic changes are especially challenging for vulnerable communities, leading to the displacement of households and businesses with fewer resources to resist these shifts. The 2035 Comprehensive Plan defines displacement as “households or businesses involuntarily forced to move from a neighborhood because of increasing market values, rents, or changes in the neighborhood’s ability to meet basic needs in the case of households, or erosion of traditional client base in the case of businesses.”

To avoid the pitfalls of past urban development and to navigate this transformative period more equitably, we must implement strategies that safeguard and empower the corridor’s diverse populations. This plan was created in partnership between community organizations and government bodies and outlines an approach to development, necessary investments and actions along 82nd Avenue to strive for the long-term equitable development of the corridor. The goal for these projects and policies is to preserve the community’s cultural richness, ensure accessibility for all residents, and enhance environmental health.

This document demonstrates a commitment from all parties to center the values of equitable development so that meaningful and intentional actions are taken in the coming years to fight displacement of communities along 82nd Avenue. It is also a commitment between representative organizations, government agencies, and community members that resources on 82nd Avenue should be utilized in a way that maximizes equitable and sustainable growth.

Our Equitable Development Goals

The 82nd Avenue Coalition—led by the core organizations of APANO, Verde, Unite Oregon, and Oregon Walks—is a diverse alliance of community organizations, local businesses, and advocacy groups committed to equitable development and sustainable growth along 82nd Avenue. Recognizing the corridor's history of underinvestment and its cultural diversity, the Coalition seeks to balance revitalization with the needs of its communities, ensuring that development benefits all residents and businesses.

Through meaningful engagement with local community representatives, the Coalition advocates for policies and projects addressing housing affordability, transportation infrastructure, economic stability, mitigation of displacement risks, and supporting small businesses. This holistic approach ensures that new investments serve the corridor's diverse population to preserve the cultural richness and foster inclusive, sustainable growth.

The 82nd Avenue Coalition's core values, developed through community discussions, serve as a roadmap for equitable development:

- **A Safe and Accessible 82nd Avenue:** This emphasizes infrastructure improvements for all modes of transportation, including wider sidewalks, ADA accessibility, safe transit stops, and comfortable multi-modal options.
- **A Community-Centered 82nd Avenue:** This highlights the need for diverse representation, cultural investments, mixed-income housing, small business support, anti-displacement policies, and focused economic development.
- **A Green 82nd Avenue:** This calls for long-term investment in tree canopy and low-emission transportation systems, promoting sustainable and low-impact development.

At coalition workshops, community members outlined specific priorities for equitable development along 82nd Avenue:

- 1) **Workforce Development:** Implement strategies to increase the earning power of people who live in the 82nd Avenue corridor so they are financially equipped to weather market forces that increase the cost of living.
- 2) **Climate Resiliency:** Turn 82nd Ave into a model cooling corridor by planting trees, providing shade and heat wave resources, depaving, investing in green infrastructure and access to green spaces.
- 3) **Childcare:** Invest in childcare options, such as supporting existing providers and helping new ventures, so that family needs are met within the corridor.

- 4) **Business Stabilization:** Work with local small businesses to provide short term stabilization through construction and long-term stabilization to decrease business turnover and develop a diverse and unique business culture in the corridor.
- 5) **Equitable Housing Strategy:** A study of the corridor will help us better understand the diverse and specific housing needs along the corridor. Further, a multitude of strategies outlined below aim to preserve existing affordable housing stock, build additional affordable and workforce level housing, invest in first time home buying initiatives, and support current homeowners to stay in their homes.
- 6) **Community Development:** Offer a variety of leadership development opportunities, social services, family services, community gathering spots, community events and safety measures to local communities.

By addressing key areas such as housing, community development, and sustainability, the coalition aims to empower the corridor's diverse residents, mitigate displacement pressures, and foster a sustainable and inclusive future. However, achieving these goals requires the continued support and collaboration of public agencies and community organizations. The following sections outline key opportunities for public agencies to leverage incoming investments, protect and uplift the corridor's communities, and ensure equitable growth. We also recognize that as time passes, strategies may be added and others drop off if they are less effective. It will be critical to demonstrate flexibility and responsiveness to the needs and wants of communities along the 82nd Avenue corridor.

1. Workforce Development

The workforce development strategies aim to create local employment opportunities, supporting individual and community stability through increased income generation by members of the existing community. Agreements with TriMet and the Portland Bureau of Transportation (PBOT) offer workforce training opportunities in transit and transportation projects. Additionally, partnerships with local workforce development organizations and private companies provide training in high-demand sectors such as construction, technology, medical, and childcare. A tree planting and maintenance training program and the Portland Clean Energy Fund (PCEF) Tree Canopy program promote green infrastructure while generating local employment opportunities, contributing to a resilient and sustainable economy for the 82nd Avenue corridor.

Strategy	Action	Data/Metrics/Outcomes	Community Need Fulfilled	Lead Organizations	Potential Partners
1.1 Workforce Recruitment Support, Expand Workforce Navigator Capacity	<p>Invest in programs—schools, organizations, and programs like the Transportation Academy—that serve 82nd Avenue that introduce and recruit workers into employment opportunities.</p> <p>Communicate with community members on 82nd Avenue and east of 82nd Avenue about how to apply for City jobs.</p> <p>Develop agreements with TriMet and PBOT to provide workforce training opportunities along the 82nd Avenue corridor, particularly in relation to current and future transit and transportation investments.</p>	<ul style="list-style-type: none"> Promote and provide workforce training opportunities for at least 200 community members along the 82nd Avenue corridor. 	<ul style="list-style-type: none"> Workforce Development 	PCC, TriMet, PBOT	82nd Avenue Coalition member organizations, Clackamas Workforce Partners; PCC; Portland Youth Builders; POIC, Latino Built, various schools along the corridor, etc
1.2 Invest in Workforce	Utilize the Workforce Training and Hiring Program (WTHP) in	<ul style="list-style-type: none"> Number of folks in workforce training 	<ul style="list-style-type: none"> Workforce Development 	Trimet, PBOT, Prosper	82nd Avenue Coalition

Training Programs	<p>low-bid and price agreement contracts. The City program aims to increase women and minority participation in the construction trades through apprenticeship opportunities on City projects.</p> <p>Provide and fund workforce specific trainings such as apprenticeships and through agencies for long term economic success of members recruited into programs</p>	<ul style="list-style-type: none"> • Number of apprenticeships supported • Number of registered apprentices utilized by contractors • Have registered apprentices work at least 20% of labor hours per trade, minorities at least 18% of labor hours per trade, and women at least 9% of labor hours per trade 			organizations, Port of Portland
1.3 Local-hire agreements for the major transportation projects along 82nd Avenue	<p>Agree to and adopt hiring goals for employing people who live on the 82nd Avenue corridor.</p> <p>Partner with local workforce development organizations to offer training and employment opportunities in sectors identified as high need, such as technology, medical, and childcare.</p>	<ul style="list-style-type: none"> • Number of people from 82nd Avenue corridor newly employed • Number of people from 82nd Avenue corridor in new, higher paying jobs 	• Workforce Development	Trimet	
1.4 Build Existing Business Capacity	Invest in existing businesses along the 82nd Avenue corridor to support expansion and grow earning potential.	<ul style="list-style-type: none"> • Percentage of growth in economic productivity from small businesses along corridor • Number of new business licenses awarded to corridor members • Number of public contracts given to small businesses along corridor 	• Small Business Inclusive Growth		Prosper, Friends of Trees; Connecting Canopies; PCEF

2. Climate Resiliency

82nd Avenue is a heat island that does not meet the City of Portland tree canopy and greenspace standards. Our goal is to bring the 82nd Avenue corridor up to—or exceeding—the tree canopy and green space goals set by the City of Portland. Additionally, segments of 82nd Avenue have significant parks, parks programming, and outdoor recreation gaps. Our goal is to increase access to outdoor recreation opportunities in these deficient areas, with two significant opportunities being the activation of Rocky Butte to walking, running, birding, hiking, biking, and rock climbing and the continued improvement of the Springwater Corridor with its connections to Milwaukie and Gresham. We recognize some goals in this section have resources immediately available—such as depaving and tree planting through the Equitable Tree Canopy program—others will require more work to secure. This document offers a roadmap to desired outcomes.

Strategy	Action	Data/Metrics/Outcomes	Community Need Fulfilled	Lead Organizations	Potential Partners
2.1 Tree Planting, Shade Development	Green Infrastructure Development: In the development of the proposed BRT project, work intentionally to increase shade through tree planting, green infrastructure, bioswales, and human-made manufactured shade devices both at stations and along routes to stations	<ul style="list-style-type: none"> Number of trees planted Amount of shade creation 	<ul style="list-style-type: none"> Heat island mitigation 	TriMet, PBOT	Depave, BES, Urban Forestry
	Activate the Private Property Tree Planting program to partner with landowners (businesses, schools, property owners, etc) along 82nd Ave, to plant trees to build tree canopy and shade strategically. This requires investing in community organizing to build relationships and trust to be successful.	<ul style="list-style-type: none"> Meet Urban Forestry suggested tree canopy goals Monitor and report on survivability and outcomes (ie rate of new plantings that survive to maturity) Minimum neighborhood canopy goals as defined by Portland Urban Forest plan 	<ul style="list-style-type: none"> Heat island mitigation 	City of Portland	Depave, Friends of Trees, Connecting Canopies, Thrive East, 82nd Avenue Coalition Members

	Tree Planting in the Public ROW: Leverage existing funding and programs, such as PBOT's Trees in the Curb Zone, for tree planting in the public right-of-way along and near the 82nd Avenue corridor.	<ul style="list-style-type: none"> • Number of medium or large form trees planted • Minimum neighborhood canopy goals as defined by Portland Urban Forest plan 	<ul style="list-style-type: none"> • Heat island mitigation 	City of Portland (PCEF, Urban Forestry, PBOT), Trimet	
2.2 Depaving	Through tree and shrub planting, parkspace creation, depaving projects, and transportation projects, remove impermeable surfaces along the 82nd Avenue corridor. Partner with landowners (businesses, schools, property owners, etc) along 82nd Avenue, to depave portions of parking lots to create space to plant trees and shrubs.	<ul style="list-style-type: none"> • Heat island mapping: bringing corridor down to other area temperatures • Cumulative square footage of depaved areas 	<ul style="list-style-type: none"> • Heat island mitigation 	BES (grant programs), PCEF (regenerative agriculture)	Depave
2.3 Complete a park and access to recreation gaps analysis	Bring 82nd Avenue corridor up to full level of service for parks and recreation as identified in Parks' Level of Service Plans	<ul style="list-style-type: none"> • Completion of the gap analysis 	<ul style="list-style-type: none"> • Heat island mitigation • Greenspace development 	Portland Parks & Recreation	82nd Avenue Coalition
2.4 Create a plan for closing park and recreation gaps (as identified by action 2.3)	After identifying park and recreation gaps, create an investment roadmap to close those gaps along the 82nd Avenue corridor	<ul style="list-style-type: none"> • Meet citywide access to parks and recreation opportunity goals 	<ul style="list-style-type: none"> • Greenspace development • Equitable access to recreation 	Portland Parks & Recreation; Portland Parks Foundation, Metro	82nd Avenue Coalition, Prosper Portland
2.5 Secure the development of Outdoor Recreation Opportunities	Activate spaces for outdoor recreation opportunities. Currently 82nd Avenue has access to Mt. Tabor (central), the Springwater Corridor	<ul style="list-style-type: none"> • Unification of land ownership around Rocky Butte • Creation of trails on and connecting to Rocky Butte 	<ul style="list-style-type: none"> • Greenspace development • Equitable access to recreation 	Portland Parks & Recreation; Portland Parks Foundation, Metro, Oregon	Portland Area Climbers, Northwest Trail Alliance, Friends of

	(central-southern), and the 3-Creeks Nature Area (southern). An opportunity exists to activate Rocky Butte to create outdoor recreation opportunities in northern 82nd Avenue.			Department of Transportation, Oregon State Parks, North Clackamas Parks and Recreation District	Rocky Butte, Clackamas County Water Environment Services
2.6 Resilience hubs ¹	Identify additional opportunities and resources and support existing efforts to develop climate resilience hubs that serve 82nd Avenue.	<ul style="list-style-type: none"> • Capacity for number of people able to be served • Availability of centers • Types of pre-disaster services and trainings available to community 	<ul style="list-style-type: none"> • Heat island mitigation • Disaster readiness 	Metro, Unite, APANO, AYCO, Birds Alliance, Multnomah County, Meals on Wheels	PBEM, Local NETS teams

¹ A number of organizations—APANO, AYCO, Birds Alliance of Oregon, Dharma Rain Zen Center, Unite Oregon, and Meals on Wheels—are all exploring the development of climate resilience hubs in the 82nd Avenue corridor. APANO/AYCO are focusing on the Jade District, Birds Alliance and Dharma Rain in the McDaniel hub, and Meals on Wheels on their 82nd Avenue property.

3. Childcare

The childcare strategies aim to address gaps in childcare services along the 82nd Avenue corridor, mainly focusing on underserved areas and populations. An assessment identifies these gaps and allocates resources to initiatives such as facility development, including culturally specific facilities and those accommodating off-hour needs. Support for existing "off-grid" childcare facilities expands their capacity and guides them into licensure, increasing available options and serving diverse needs. This comprehensive approach supports families and communities, contributing to an equitable corridor.

Strategy	Action	Data/Metrics/Outcome	Community Need Fulfilled	Lead Organizations	Potential Partners
3.1 Existing Childcare Provider Support	Invest in existing unlicensed or "off-grid" childcare facilities to expand their capacity and guide them towards licensure. Provide long-term business practice training, rent support, and identify vacant spaces suitable for building childcare facilities, along with resources for in-home-based providers.	<ul style="list-style-type: none"> Number of child care centers that have received assistance and child care slots created 	<ul style="list-style-type: none"> Family Services Small Business Stabilization and Development 	Preschool For All, Multnomah & Clackamas Counties	APANO (in Jade District)
3.2 Childcare Needs Assessment	Conduct an assessment to identify child care gaps in the corridor, focusing on underserved areas and populations.	<ul style="list-style-type: none"> Inventory report of existing childcare facilities and community child care needs 	<ul style="list-style-type: none"> Family Services 	Preschool For All (Multnomah County) ²	
3.3 Childcare Facility Development	Support the development of child care slots based on the completed needs assessment, emphasizing culturally specific facilities and those accommodating off-hour needs, particularly for the restaurant industry.	<ul style="list-style-type: none"> Number of slots/sites developed 	<ul style="list-style-type: none"> Family Services Small Business Stabilization and Development 	Preschool For All (Multnomah County)	Prosper, APANO, Seeding Justice, Childcare for Oregon, Unite

² At the time of this plan's completion, Multnomah County, in collaboration with Prosper Portland, is working with a small cohort of childcare providers to secure permits for new spaces in Portland. Supported by a consultant team, they are developing recommendations to improve the City's permitting process based on the experiences of this cohort.

4. Business Stabilization

The 82nd Avenue corridor is home to hundreds of diverse businesses, many of which are owned and operated by recent immigrants and people of color. According to Prosper Portland’s [2023 Neighborhood Corridors Economic and Market Conditions Study](#), targeted investments are essential for activating commercial buildings, attracting new development, and stabilizing existing businesses—key strategies for post-pandemic economic recovery along the corridor. Moreover, upcoming transportation projects are expected to bring both challenges and opportunities. In the short term, construction may disrupt business operations, while in the long term, rising commercial rents and property values could put pressure on existing businesses. These projects will also reshape how people move along the corridor—whether by walking, biking, using public transit, or driving—and could significantly alter the customer base for many businesses.

To support the community through these changes, it is crucial to monitor public perception and provide assistance to businesses that may struggle with higher rents or shifts in their customer base. Strategic outreach efforts should focus on attracting culturally aligned tenants and offering resources to property owners to foster collective action. Additionally, any displacement that occurs along 82nd Avenue will likely alter the customer demographics of the area, making it imperative to develop policies that help existing businesses adapt while also facilitating a smooth transition for those that may need to relocate. As such, we aim to create policies that both bolster existing businesses as they navigate that change while also supporting a healthy transition for businesses who are no longer able to survive along 82nd Avenue.

Strategies	Action	Data/ Metrics/ Outcomes	Community Need Fulfilled	Lead Organizations	Potential Partners
4.1 Small Business Needs Assessment	<p>Complete a Needs Assessment for the 82nd Avenue Corridor by December 2025, including:</p> <ol style="list-style-type: none"> 1. Identify nodes along the corridor where businesses are at greatest risk of displacement or where property owners are most interested in engaging. 2. Conduct business surveys for construction and long-term needs. 3. Assess commercial real estate market dynamics (lease rates, property sales). 	<ul style="list-style-type: none"> • Completed Assessment 	<ul style="list-style-type: none"> • Small Business Stabilization • Small Business Inclusive Growth 	City of Portland: BPS, Prosper Portland, & align with PBOT on construction phase business survey engagement to understand longer term needs.	Clackamas County Office of Economic Development, Metro

	4. Create an asset map for business owners, focusing on marginalized populations.				
4.2 Short-term Small Business Stabilization	<p>Pre-construction support:</p> <ol style="list-style-type: none"> 1. Identify short-term construction impacts from transportation improvements. 2. Analyze potential changes in customer base due to changes in access (BRT, Bike, Pedestrian, etc.). 3. Develop strategies for businesses to address anticipated impacts. <p>Small businesses stabilization during construction:</p> <ol style="list-style-type: none"> 1. Track local market conditions based on these changes. 2. Implement commercial tenant protections, such as rent or mortgage assistance. 	<ul style="list-style-type: none"> • Number of businesses still in location: Track using business license data and measure churn. • Grants and loans received: Track the number and amount of grants and loans received by local small businesses, with demographic breakdowns. • Count of businesses receiving financial assistance. 	<ul style="list-style-type: none"> • Small Business Stabilization • Small Business Inclusive Growth 	TriMet; City of Portland: PBOT, BPS, Prosper Portland ³	Jade District Staff, 82nd Ave Business Association, Venture Portland, North Clackamas Chamber of Commerce, Clackamas County Office of Economic Development
4.3 Long-term Small Business Stabilization	<p>Technical Assistance and Incentives:</p> <ol style="list-style-type: none"> 1. Focus on physical improvements. 2. Work with landowners and business owners to create lease agreements for rent consistency or other financial support. 3. Assist business owners in purchasing property instead of renting. 	<ul style="list-style-type: none"> • Number/Amount of grants, loans received by local small businesses (potentially break down by demographics) • Count of businesses that received grants 	<ul style="list-style-type: none"> • Small Business Stabilization • Small Business Inclusive Growth 	Prosper Portland Small Business Office, 82nd Avenue Business Association, North Clackamas Chamber of Commerce, Venture Portland, Jade District,	Montavilla East Tabor Business Association

³ In corridors like Foster and Halsey/Weidler, Prosper Portland and PBOT have coordinated small business grants with construction schedules to minimize disruption. A similar approach could benefit businesses along 82nd Avenue during upcoming projects.

	<ol style="list-style-type: none"> 4. Make internal tenant improvements to buildings. 5. Land bank properties for future commercial development. <p>Continued Outreach and Long-term Support:</p> <ol style="list-style-type: none"> 1. Develop a long-term support plan with community small business organizing. 2. Fund positions for business outreach to provide a point person for accessing resources, navigating services, establishing feedback, advocacy, training, and assistance. 	and loans		APANO	
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5. Equitable Housing Strategy

The 82nd Avenue corridor's equitable housing strategy aims to create a balanced housing ecosystem that addresses affordability, displacement risks, and diverse community needs. This corridor is home to populations, largely Asian and Black Americans, who have been previously displaced from downtown and north Portland, respectively, making the work of anti-displacement investments even more urgent. The construction of new housing units, financial support for nonprofit developers, investments to preserve affordable housing, and a comprehensive needs assessment all would help address current shortages and plan for future demands. Programs for existing homeowners and first-time homebuyers, particularly those from historically marginalized communities, provide stability, support homeownership, and mitigate displacement pressures. While we recognize that few resources currently exist for these programs, the goal of this document is to identify the scope of interventions needed in response to the impacts of the planned public investments and then work to find the resources to meet that need. Potential resources include Tax Increment Financing, future housing bonds, and targeted state resources.

Strategies	Action	Outcomes	Community Need Fulfilled	Lead Organizations	Potential Partners
5.1 Corridor Housing Needs Assessment	Complete a Needs Assessment for the 82 nd Avenue Corridor by December 2025. Assessment should include the following key elements: <ol style="list-style-type: none"> Housing needs analysis and development capacity Workforce needs, capacity 	<ul style="list-style-type: none"> A comprehensive list of buildable sites along the corridor, focusing on pedestrian hubs like McDaniel High School, Montavilla, Jade District, Lents, and parts of Clackamas County, to guide strategic investments to increase density, reduce vehicle trips, and foster walkable communities. 	<ul style="list-style-type: none"> Housing Needs Assessment 	Portland Housing Bureau (PHB), Bureau of Planning and Sustainability (BPS); Portland Permitting & Development (PP&D); Prosper Portland	Developers of multifamily and affordable housing with a priority for organizations with historic ties, community-based and culturally specific organizations. North Clackamas Revitalization Area

Strategies	Action	Outcomes	Community Need Fulfilled	Lead Organizations	Potential Partners
5.2 Affordable Housing Production Goal and Land Acquisition	<p>Set a target to produce new housing units serving households below 80% Median Family Income (MFI) over the next ten years, ensuring a balanced mix of affordable housing types to serve diverse communities. Production target to be informed by the housing element and buildable sites inventory of the Needs Assessment.</p> <p>Expand the revolving loan (housed at Metro) fund to acquire, hold, and prepare land for future affordable housing developments with a goal of acquiring one site a year.</p> <p>Intentional/strategic land acquisition through the transportation projects (staging areas) to do additional land banking</p>	<ul style="list-style-type: none"> Increased availability of affordable housing for low-income households. Ensures diverse, economically inclusive communities with accessible housing for all income levels. 	<ul style="list-style-type: none"> Access to affordable housing 	Portland Housing Bureau (PHB), Prosper Portland, Planning and Sustainability, Trimet, PBOT	Prosper (TIF), North Clackamas Revitalization Area, Developers of multifamily and affordable housing with a priority for organizations with historic ties, community-based and culturally specific organizations

Strategies	Action	Outcomes	Community Need Fulfilled	Lead Organizations	Potential Partners
5.3 Financial Support for Affordable Housing Development	Based on the Needs Assessment and resulting housing unit production target, identify the total amount of funding needed to fulfill units for household incomes at or below 80% of the MFI.	<ul style="list-style-type: none"> Expands affordable housing options and empowers community-based organizations to address local needs. 	<ul style="list-style-type: none"> Support for Nonprofit Developers 	Prosper Portland, Portland Housing Bureau (PHB), Developers of multifamily and affordable housing, prioritizing those with historic, community-based, and culturally specific ties.	Outside funding sources and organizations, including grants, low-interest loans, and other financial incentives, nonprofit housing developers
5.4 New Homeowner Opportunities	Create a program (or leverage already-existing programming) that provides down payment assistance for first-time homebuyers based on the housing needs assessment, particularly for historically marginalized communities. Partner with, expand, and fund existing programs that provide home ownership opportunities.	<ul style="list-style-type: none"> Promotes long-term housing stability and wealth-building in underrepresented communities by improving access to homeownership 	<ul style="list-style-type: none"> Homeownership Program 	Portland Housing Bureau (PHB), Developers of multifamily and affordable housing, prioritizing those with historic, community-based, and culturally specific ties. North Clackamas Revitalization Area	Organizations that do down payment assistance grants and loans

Strategies	Action	Outcomes	Community Need Fulfilled	Lead Organizations	Potential Partners
5.5 Existing Homeowner Support	Develop new programs or expand existing programs to assist homeowners with weatherization, renovations, and lead abatements, enhancing housing stability and conditions. This may involve grants, low-interest loans, and partnerships with local contractors.	<ul style="list-style-type: none"> Enhanced housing conditions for existing homeowners. Preserves affordable housing, improves living standards, and sustains community character. 	<ul style="list-style-type: none"> Homeowner Support 	Portland Housing Bureau (PHB), Developers of multifamily and affordable housing, prioritizing those with historic, community-based, and culturally specific ties. North Clackamas Revitalization Area	Organizations that do home repair, weatherization, and lead abatement, add

6. Community Development

The community development initiatives focus on nurturing leadership, supporting economic growth, and fostering social cohesion along the 82nd Avenue corridor. Leadership development programs hosted by existing Community-Based Organizations (CBOs) empower local leaders, while Tax Increment Financing (TIF) supports community development projects to enhance infrastructure and services. Funding for community organizing efforts and financial support for community programming strengthen cohesion, driving development goals forward. This approach aims to create a resilient, cohesive community, supporting inclusive growth. The specific mechanisms to fund these projects will likely come from diverse sources such as grants, local community investment, and TIF.

Strategy	Action	Data/ Metrics/ Outcomes	Community Need Fulfilled	Lead Organization	Partners
6.1 Community Leadership Development	Invest in leadership development programs hosted by existing Community-Based Organizations (CBOs) serving the corridor. Aim to have annual cohorts over the next five years, nurturing leaders that can advocate for their communities and contribute to sustained development.	<ul style="list-style-type: none"> Quarterly meetings between City officials and communities members 	<ul style="list-style-type: none"> Community Leadership Development 	Unite, Verde, APANO, AYCO	82nd Avenue education institutions, churches, and neighborhood associations, North Clackamas Chamber of Commerce
6.2 Community Organizing and Event Support	Secure funding to continue 82nd Avenue Coalition organizing efforts along the corridor, supporting initiatives and community programming such as farmers markets, cleanups, and events.	<ul style="list-style-type: none"> Quarterly events that bring neighborhoods together to discuss local issues 82nd Ave newsletter 	<ul style="list-style-type: none"> Community Programming 	Office of Community and Civic Life	Organizations working in the 82nd Avenue corridor
6.3 Identify Community Gathering Spaces	Analyze the corridor to find spaces where community members can gather for meetings or celebrations without the need to spend money.	<ul style="list-style-type: none"> A free gathering space within five miles of all communities along 82nd Avenue A list of these community places 	<ul style="list-style-type: none"> Community Programming 	Portland Parks and Recs	82nd Avenue education institutions, churches, and neighborhood associations,

					North Clackamas Parks and Recreation District
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Materials following this page were distributed at the meeting.



Metro

Metro Regional Supportive Housing Services

FY24 regional annual report

Metro Council | March 4, 2025

Agenda

- Supportive housing services overview
- Third year progress and highlights
- Regional oversight committee recommendations

Role of the SHS oversight committee

To provide
**independent
program oversight**
on behalf of the
Metro Council



Regional goals

10-year goals

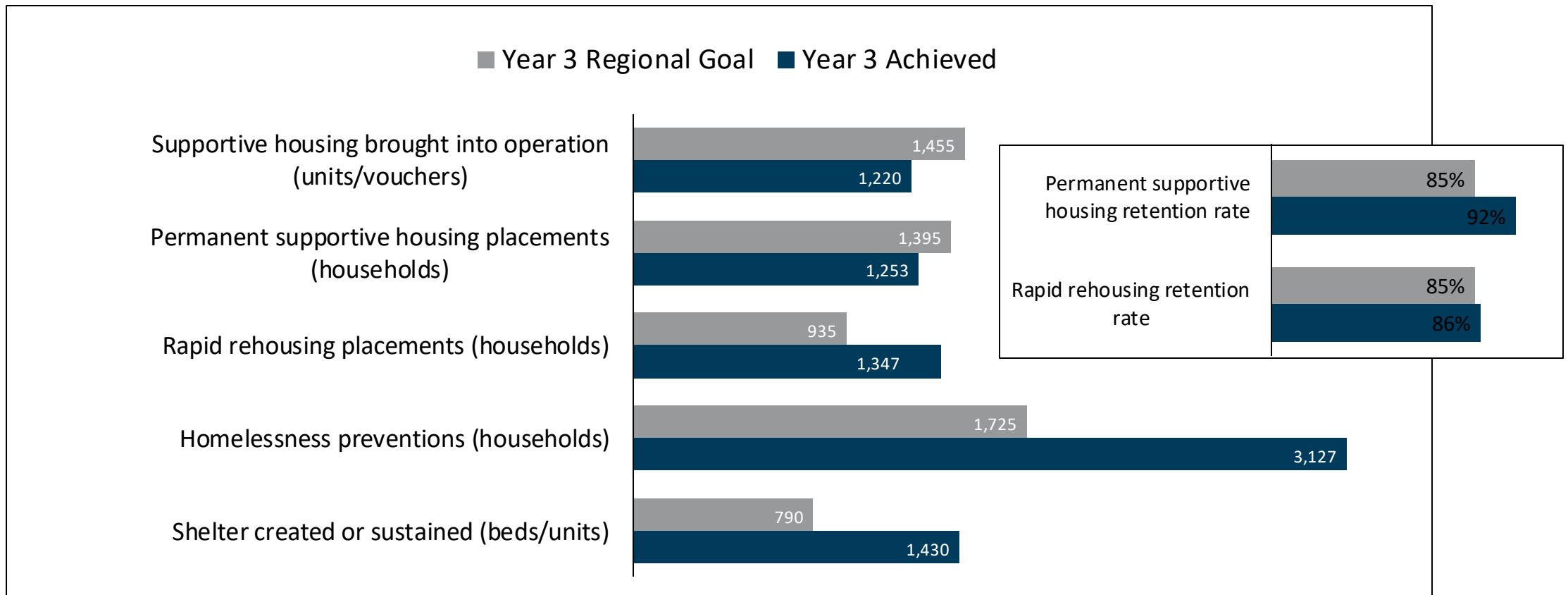
- **Reduce barriers** to housing stability for communities of color
- **Connect at least 5,000** households experiencing homelessness to permanent supportive housing (Population A)
- **Stabilize at least 10,000** households at risk of or experiencing homelessness in permanent housing (Population B)
- SHS regional outcome metrics



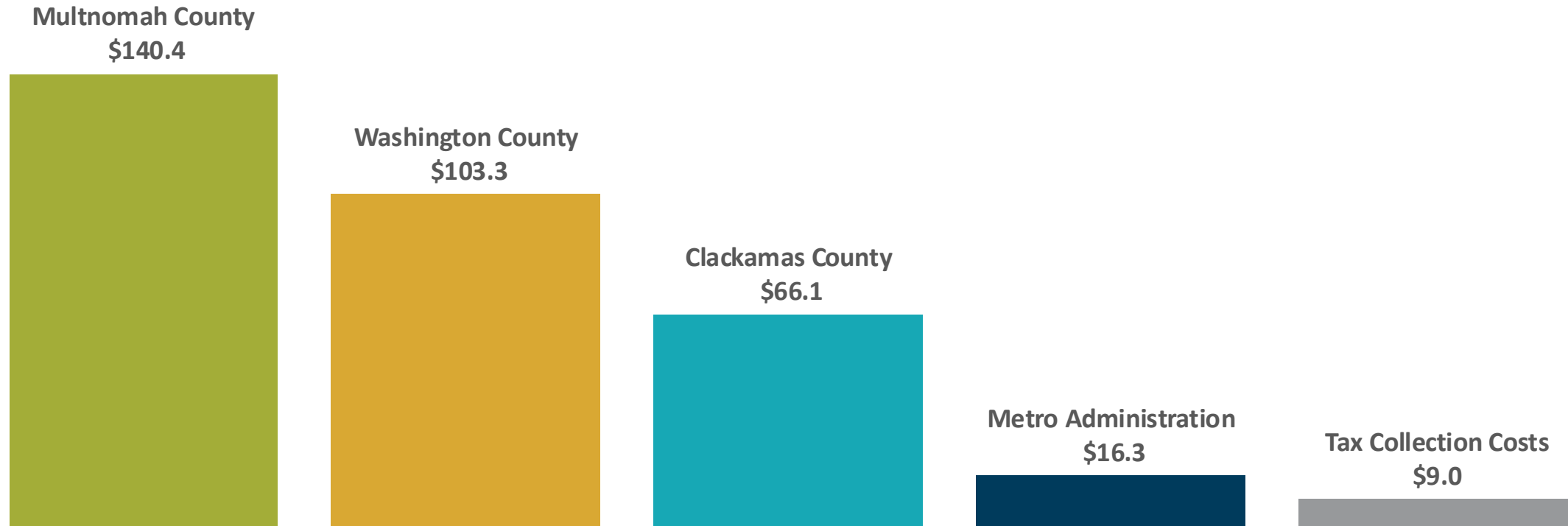
Key highlights of FY24

- The growing pains of the first few years of implementation have been largely overcome
- Counties contracted with 103 providers, including 19 culturally specific organizations, to deliver SHS services in year three
- All three counties made improvements to contract administration practices to reduce invoice processing
- The tri-county planning body, or TCPB, worked with Metro, the counties and other partners in year three to develop implementation strategies for six regional goals

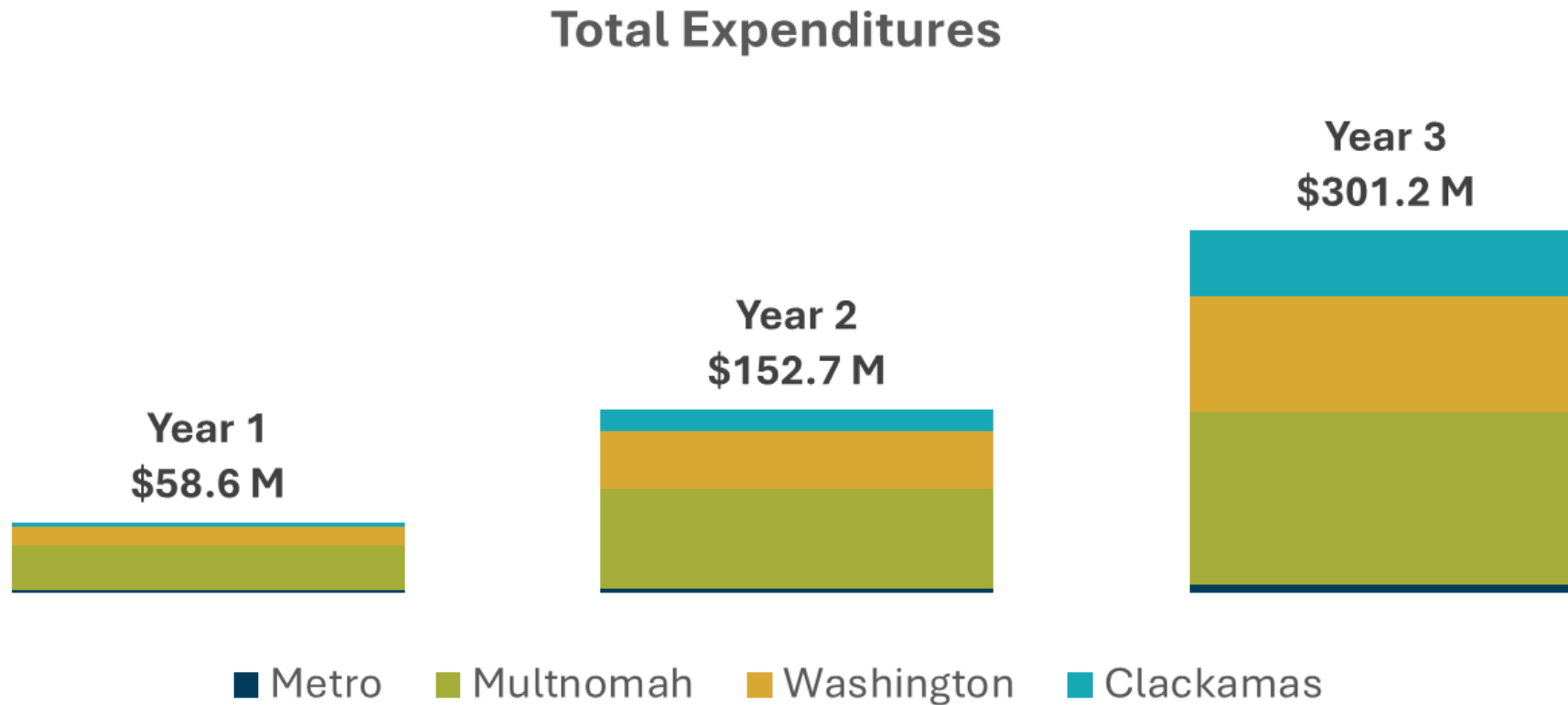
FY24 (July 1, 2023-June 30, 2024) regional performance to goals



Revenue collection and distribution

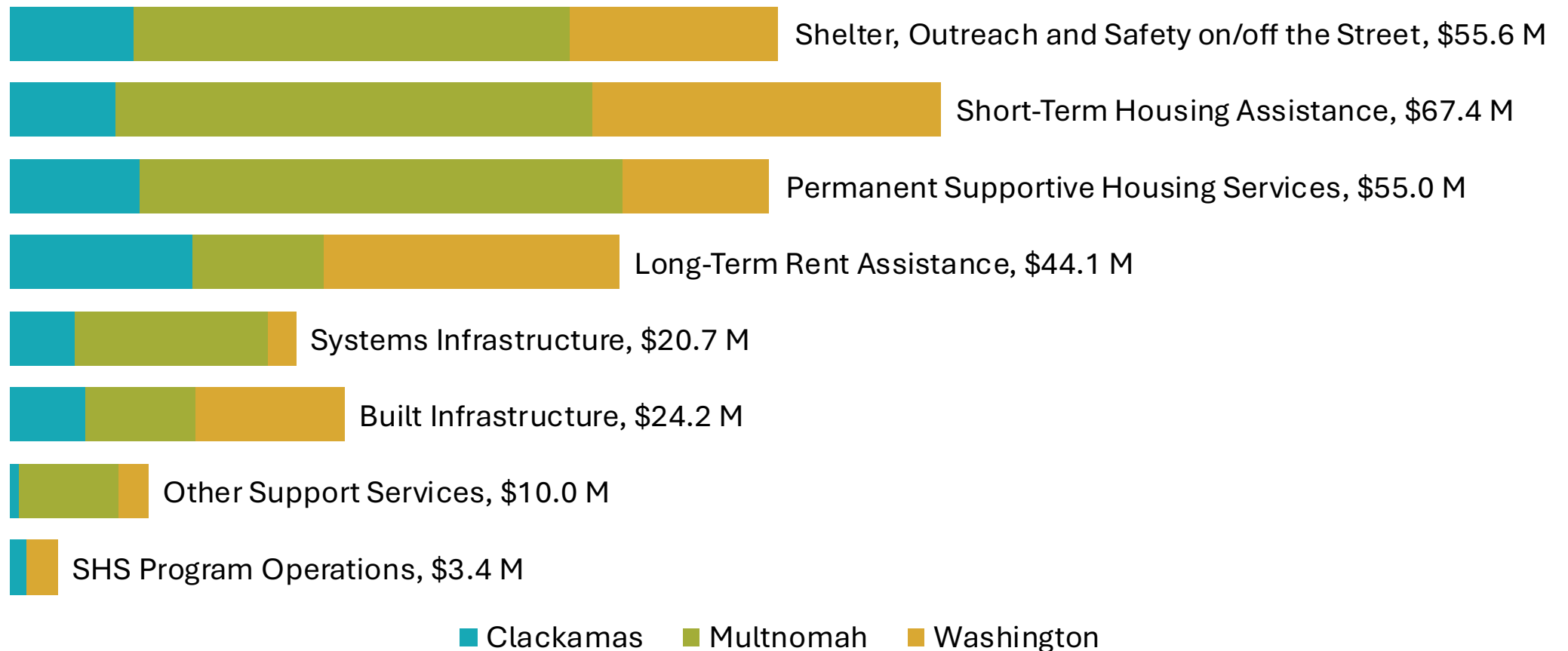


Spending

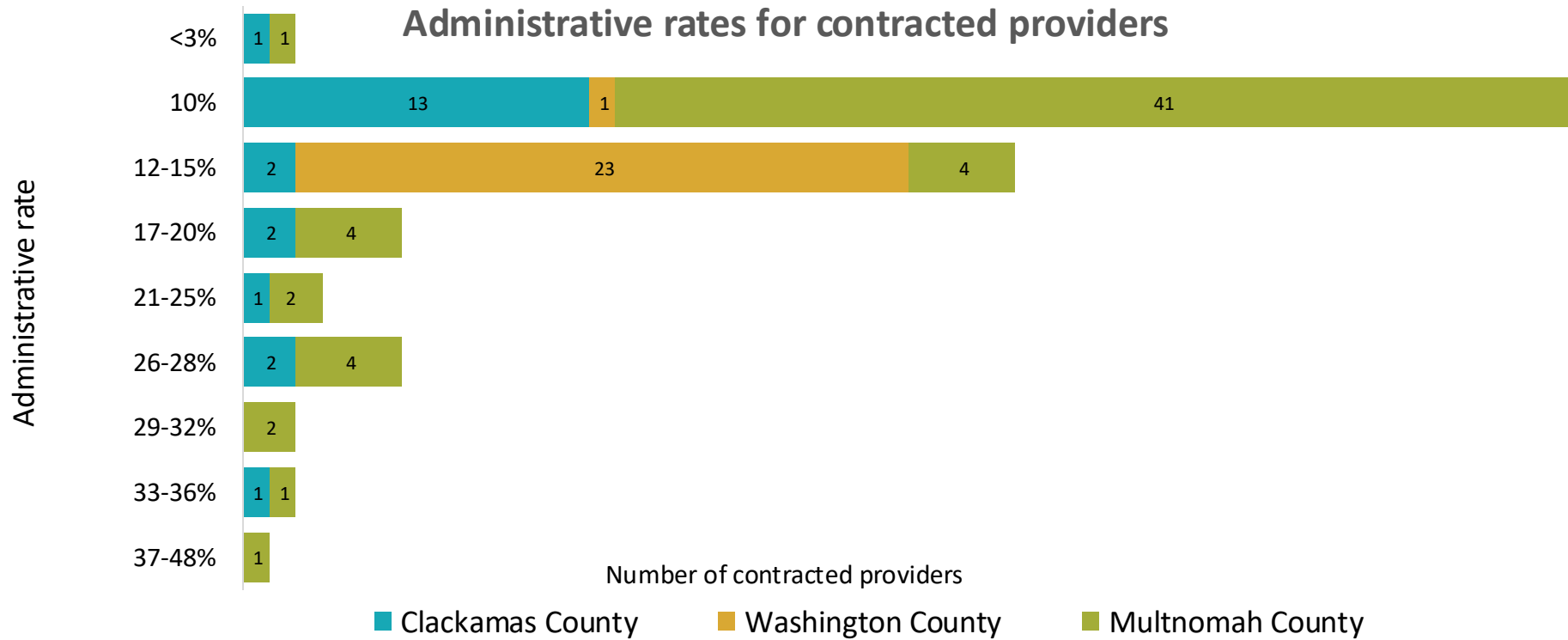


Expenditures by Program

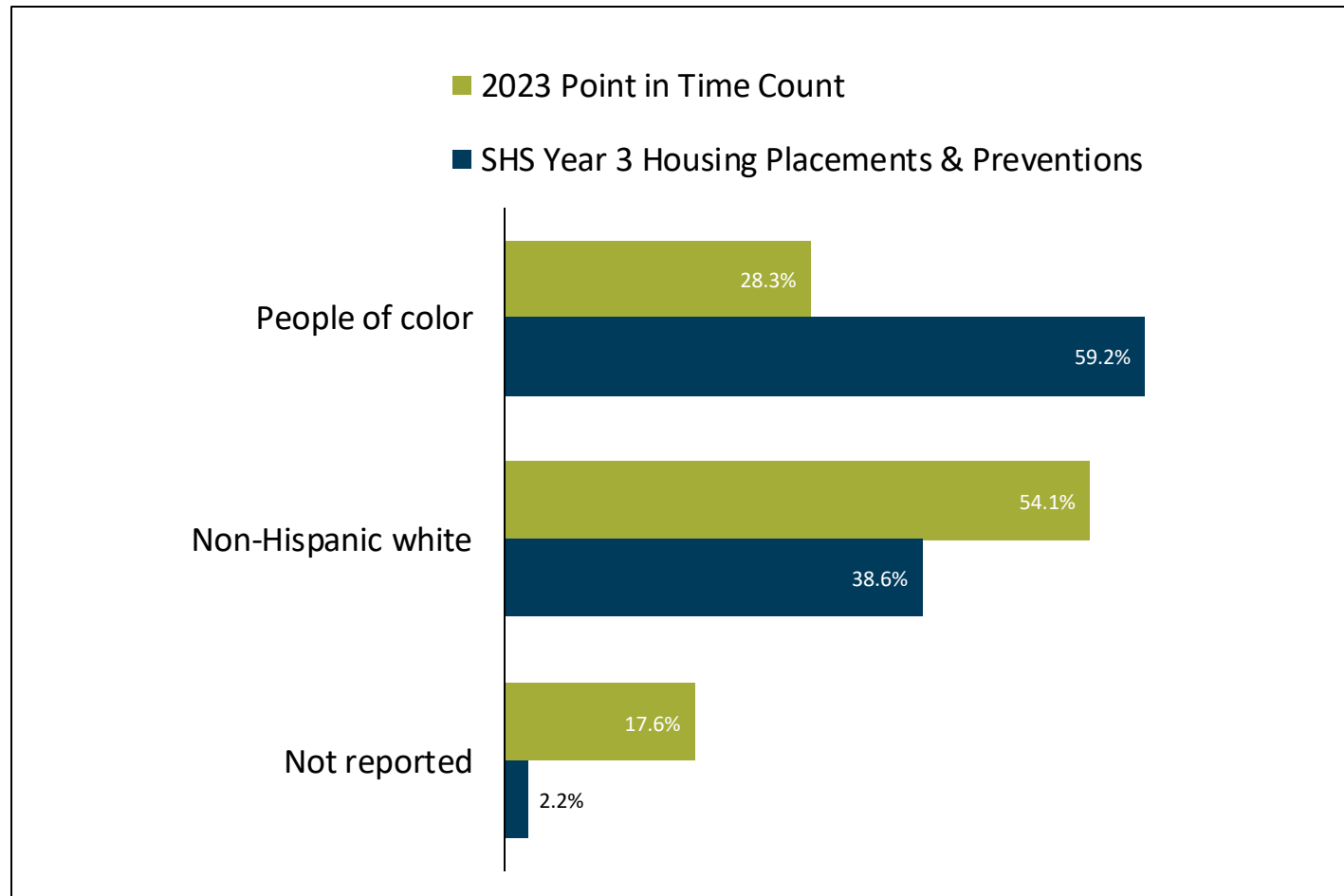
Regional FY 2023-24 Program Expenditures



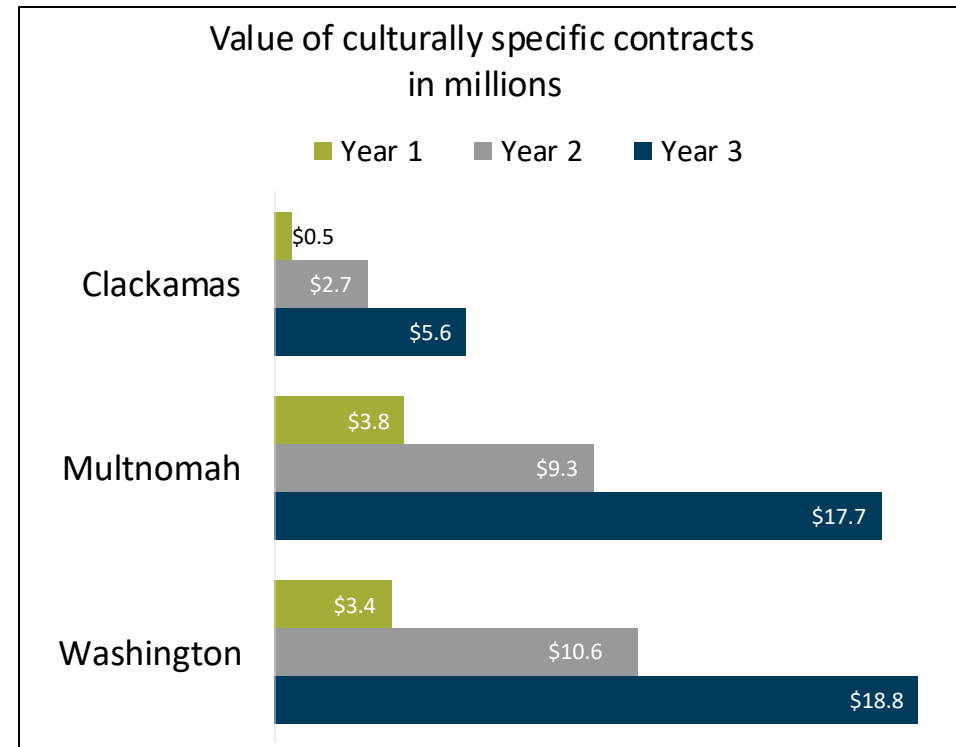
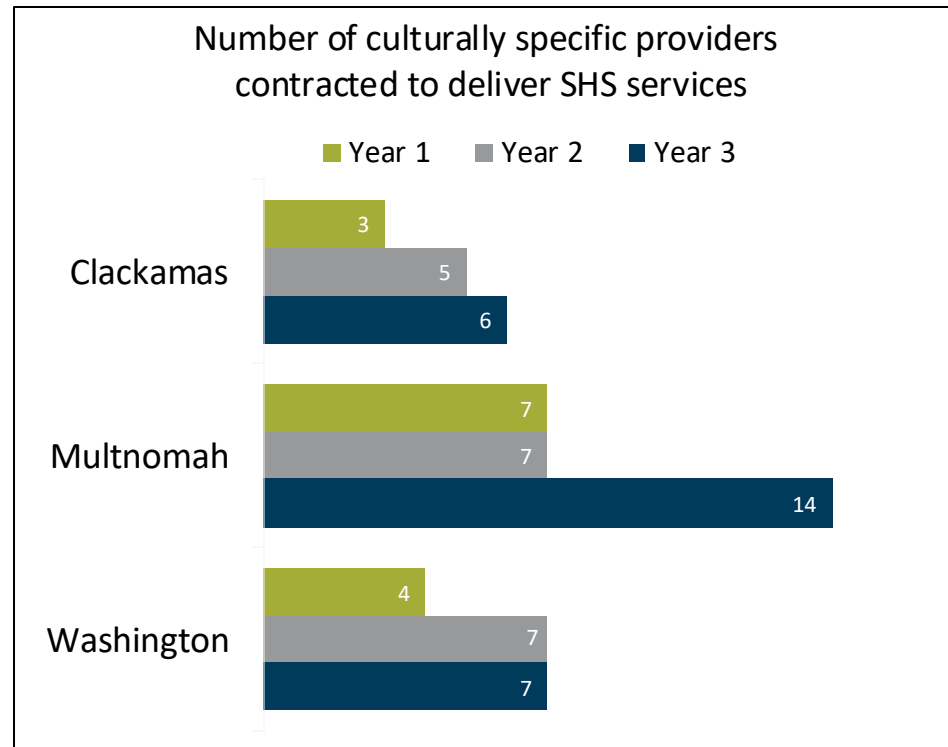
Administrative costs



Regional metrics: Housing Stability



Regional metrics: Equitable Service Delivery



Regional metrics: Engagement and Decision Making

County	Advisory body	People of color	Lived experience
Clackamas	CHA Core Team	45%	73%
Clackamas	CoC Steering Committee	29%	29%
Multnomah	SHS Advisory Committee	75%	75%
Multnomah	JOHS Equity Advisory Committee	92%	92%
Washington	Homeless Solutions Advisory Council	45%	20%

Challenges

- Growing need
- Competing priorities
- Financial oversight
- Regional evaluation



Metro

Regional oversight committee recommendations

Data integrity and evaluation

Providing transparency and accountability to voters requires regionally consistent data. Metro and the counties should work collaboratively and with urgency to continue to align financial and programmatic data reporting. This includes, but is not limited to, addressing the challenges preventing consistent reporting on the Population A/B financial split.

Provider partnerships

The region's nonprofit and community-based organizations are the backbone of the SHS fund's success. SHS jurisdictional partners and the tri-county planning body should work to advance critical strategies that will support the capacity and stability of these organizations, with a particular focus on small, emerging and culturally specific providers.

Regional priorities

The SHS fund has supported a significant expansion in regional resources to address homelessness, but these resources will not be sufficient to meet the need. As we move into the next stage of SHS implementation, in the near term Metro Council should convene stakeholders to develop a clear articulation of regional priorities to ensure we are using SHS resources as strategically as possible to achieve the goals and racial equity commitments set forth in the SHS measure.

Oversight and accountability

Appropriate levels of oversight and accountability are essential to ensure effective stewardship of tax dollars. As we enter the next phase of SHS implementation, it is critical for Metro and the oversight committee to be able to effectively monitor progress, measure impact, and perform their oversight and accountability roles. The oversight committee, through Metro staff, should be empowered to conduct core oversight functions in alignment with funder best practices.

Jurisdictional partnerships and decision making

The development of a cohesive regional system of care requires effective coordination between the three counties and Metro. Further work is needed to clarify the roles and relationships between Metro and the counties and how decisions are made. This includes clarifying who makes what decisions, what is the process for making decisions and how is input incorporated into the final decision.

Transforming lives



82nd Avenue Transit Project Metro Council Work Session

Melissa Ashbaugh, Metro
Kelly Betteridge, Metro
Brian Harper, Metro



March 4, 2025

Agenda

- Project overview
- Locally Preferred Alternative (LPA)
- Next steps for Council



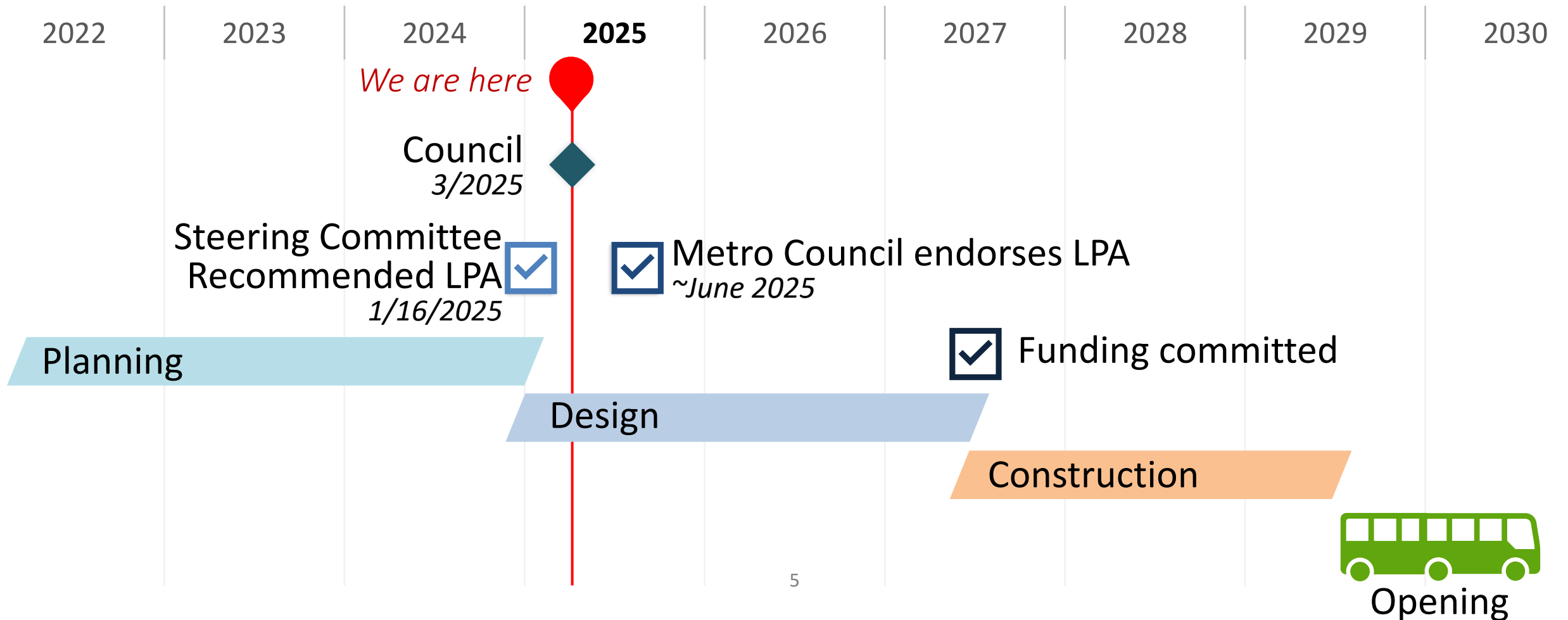
Project overview

Regional Priorities

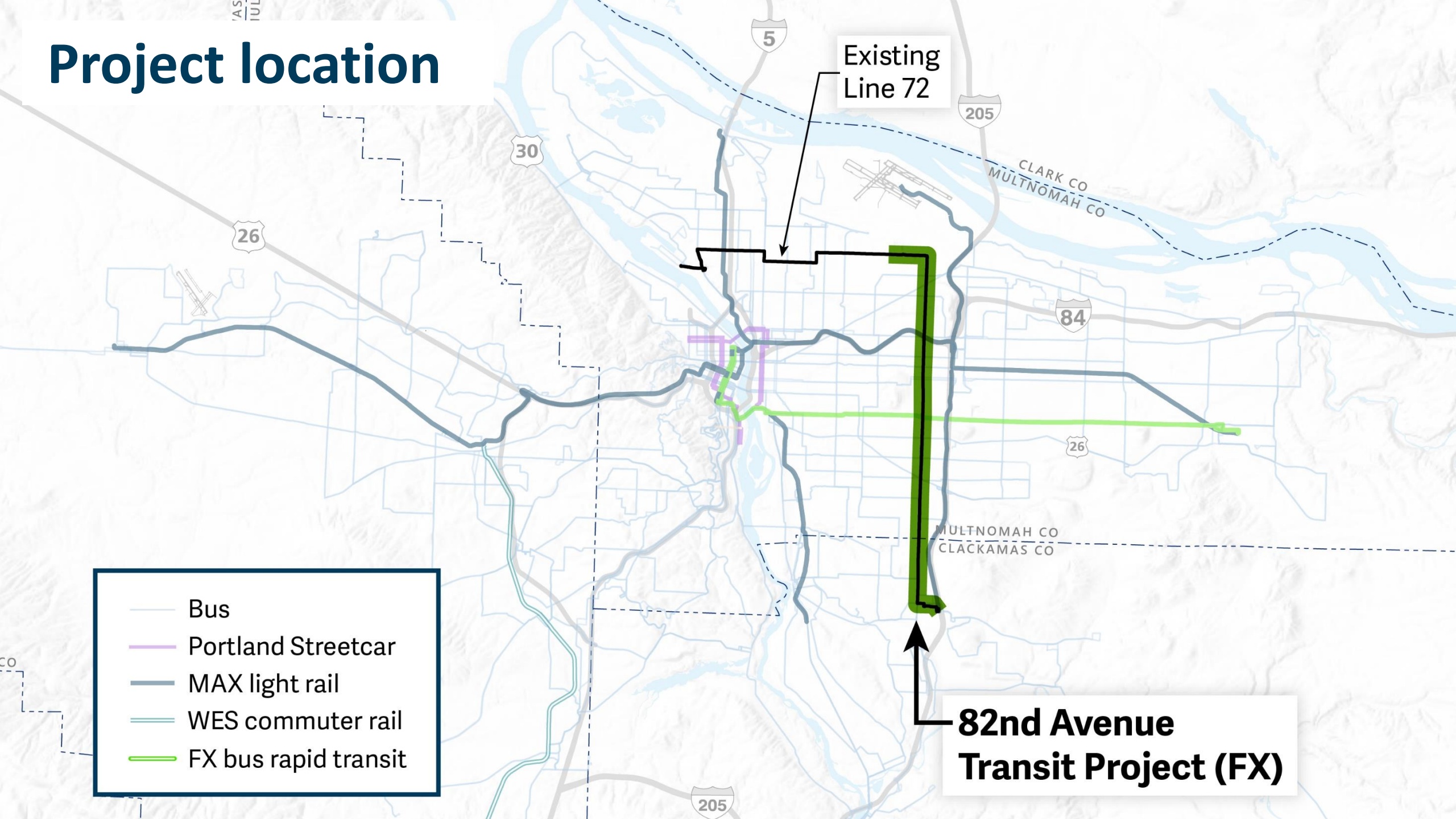
Table 2. HCT regional priority investment corridors by tier

Tier	Tier description	Explanation	ID	Corridor	
1	Near-term corridors	Corridors most viable to advance into implementation in the next 4 years.	Tier 1 corridors include those with adopted locally preferred alternatives or have active work underway. They were <i>not</i> included in the evaluation detailed in the HCT vision development process section above because corridor-specific detailed analysis has already been done and the region has already identified these corridors as a priority.	C7	82nd Ave
				C16	Tualatin Valley Highway
				C29	Southwest Corridor
				C30	Interstate Bridge Replacement
				C28	Montgomery Park Streetcar

Overall project timeline



Project location



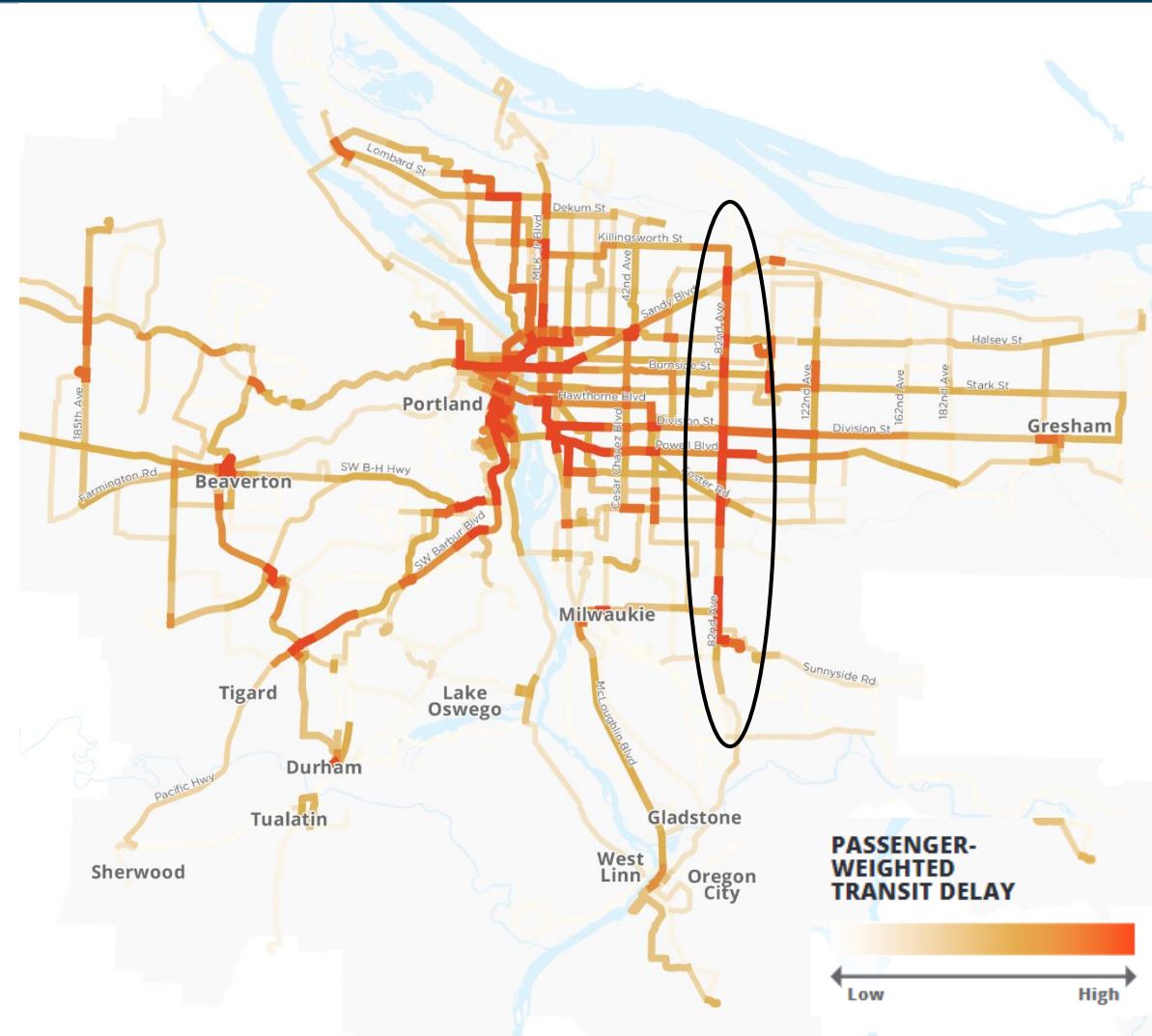
Why 82nd Avenue?



Line 72 today

Line 72 is TriMet's highest ridership bus line

- Connects to over 20 other bus lines, MAX Blue, Green and Red Lines, and key destinations along 82nd Ave
- Since the pandemic, ridership on this route has rebounded more quickly than other routes
- Highest passenger travel delay of all TriMet lines
- Existing bus stops are spaced very close together and do not meet current TriMet standards
- Most bus stops lack shelters, seating, crosswalks, lighting, and real-time information



Corridor communities

Population and employment in the corridor are high and growing

- Around 68,000 people (4% of the region)
- Around 30,000 jobs (3% of the region)
- Population density and mixed uses to support FX BRT

The corridor includes populations that are more likely to rely on transit than the general population

The corridor has many institutions and social services

- Portland Community College, McDaniel High School
- Clackamas Service Center, Montavilla Community Center

Transit Project Steering Committee

Agencies:

- Metro (2 co-chairs)
- TriMet
- City of Portland
- ODOT
- Multnomah County
- Clackamas County
- Port of Portland
- Oregon Legislature

Community-based representatives:

- 82nd Avenue small business owner
- Clackamas Service Center
- Oregon Walks
- Unite Oregon

Committee is charged with recommending a **Locally Preferred Alternative** to establish regional consensus on the basic parameters of the 82nd Avenue Transit Project

Equitable Development Strategy (EDS)

- The **82nd Avenue Coalition**, in partnership with Metro, City of Portland and Clackamas County, has finalized an Equitable Development Strategy for the corridor.
- **The coalition is made up of non-profit organizations that serve the community along 82nd Avenue.**
 - Convened by Oregon Walks, Verde, APANO, and Unite Oregon
- The EDS will help ensure project-related policies and investments in the corridor are identified that will assist in stabilizing communities and businesses against existing displacement pressures.



Equitable Development Community Priorities

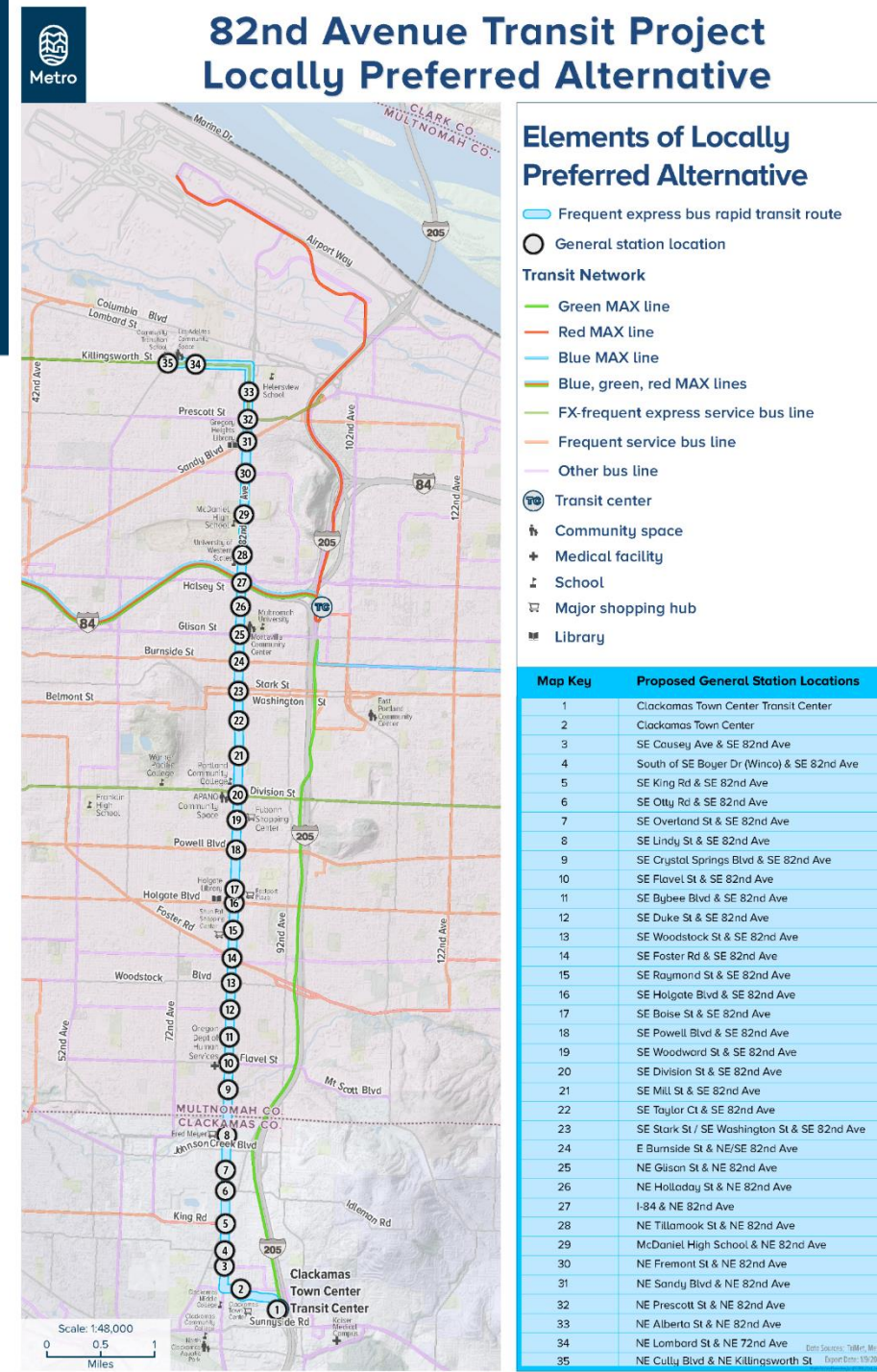
- Workforce Development
- Climate Resiliency
- Childcare
- Business Stabilization
- Equitable Housing
- Community Development

Locally Preferred Alternative

Transit Project Locally Preferred Alternative

The Steering Committee selected a recommended LPA 1/16/25:

- **Mode:** Frequent Express (FX) BRT
- **General Station Locations:** ~1/3-mile average station spacing
- **Alignment:** ~10-mile alignment between Clackamas Town Center Transit Center and the Cully Boulevard and Killingsworth Street area.



Transit Project Improvements

- 68 stations – pick up locations will have upgrades including weather protection, seating, real-time information, and lighting
- Enhanced crossings at every station location
- Sidewalk, curb ramp and accessibility improvements
- New signals, signal upgrades and improvements to benefit transit (exact quantity TBD)
- Roadway improvements/repaving at station areas
- Higher capacity hydrogen electric articulated buses
- Continuing discussions on physical priority through Business Access and Transit (BAT lanes)



Next Steps

Next Steps for the LPA

Dec

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

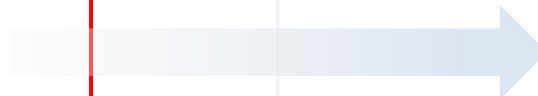
We are here



Steering Committee LPA vote
1/16/2025

LPA endorsement by ODOT, Clack Co,
Mult Co, Portland, TriMet

**Metro
Committees**
update



**Metro
Committees**
recommend LPA



Metro Council
endorses LPA

Questions

- Is there any other information that you need on the LPA and this project before staff return in the Spring with a request to endorse the LPA?