
Wednesday, January 14, 2026
7:30 AM – 9:00 AM

Virtual Meeting:

<https://clackamascounty.zoom.us/j/82981848544?pwd=chgQlNHL7xqdioX0amYud1QTsXH2tl.1>

Agenda

7:30 a.m. Welcome & Introductions

7:35 a.m. JPACT Updates ([JPACT Materials](#))

- Upcoming JPACT Agenda
Presenting: Mayor Joe Buck, Lake Oswego
- TriMet Budget, Service Cuts Proposal, and Outreach Process
Presenting: Tom Mills and John Serra, TriMet
- TPAC Updates
Presenting: Jeff Owen, Clackamas; Will Farley, Lake Oswego

8:20 a.m. MPAC Updates ([MPAC Materials](#))

- Upcoming MPAC Agenda
Presenting: Mayor Joe Buck, Lake Oswego
- MPAC Officers Update
Presenting: Commissioner Diana Helm
- Supportive Housing Services Check-In
Presenting: Liam Frost and Alice Hodge, Metro
 - [Resolution No. 25-5534](#), Adopting the SHS Reform Work Plan
 - [Ordinance No. 25-1539](#), Consolidating SHS Regional Oversight Committee and Tri-County Planning Body into New Committee
- MTAC Updates
Presenting: Jamie Stasny, Clackamas; Laura Terway, Happy Valley

Attachments:

JPACT and MPAC Work Programs	Page 02
TriMet Presentation	Page 05
SHS Work Program	Page 18
Team TPAC & MTAC Reports	Page 40

2026 JPACT Work Program

As of 1/8/26

Items in italics are tentative

<p><u>January 15, 2026-online</u></p> <ul style="list-style-type: none"> • Resolution no. 26-5549 For The Purpose Of Adding Or Amending Five Projects To The 2024-27 MTIP To Meet Federal Project Delivery Requirements. (consent) • Consideration of the December 17, 2025 JPACT Minutes (consent) • RTO timeline and program update (<i>comment from the chair</i>) • 2026 JPACT Legislative Priorities (<i>comment from the chair – include on the agenda; document for packet</i>) • Rose Quarter Project update (Monica Blanchard, ODOT; 30 min) • 2026 Work Plan review (Ted Leybold, Metro; 20 min) • ODOT 10-Year Capital Investment Plan update (Tova Peltz, ODOT; 30 min) 	<p><u>February 19, 2026- in person</u></p> <ul style="list-style-type: none"> • Certification response update (Ted Leybold, Metro; 20 min) • 2023 Regional Transportation Plan Amendments (Ally Holmqvist, Metro; 20 min) • Future Vision Update: Engagement (Jess Zdeb, 30 min) • <i>TriMet Service Cuts and Budget shortfalls (TriMet; 30 min)</i>
<p><u>March 19, 2026-online</u></p> <ul style="list-style-type: none"> • State Legislative Session Recap (Gov. Affairs folks; 10 min) • 2028 Regional Transportation Plan Work Plan: Scoping Kick-off (André Lightsey-Walker, Metro; 30 min) • Regional Emergency Transportation Routes (John Mermin, Metro; 20 min) • Travel Demand Management strategy (Noel, Mickelberry, Metro; 30 min) • 27-30 MTIP update and public hearing (Grace Cho, Metro; 20 min) 	<p><u>April 16, 2026- in person</u></p> <ul style="list-style-type: none"> • Travel Demand Management strategy adoption (Noel, Mickelberry, Metro) (action) • Regional Emergency Transportation Routes (John Mermin, Metro) (action) • 2023 Regional Transportation Plan Amendments (Ally Holmqvist, Metro) (action) • Unified Planning Work Program (John Mermin, Metro; 20 min) • <i>Interstate Bridge Replacement Project (Carley Francis, ODOT; 30 min)</i>
<p><u>May 21, 2026 -online</u></p> <ul style="list-style-type: none"> • Unified Planning Work Program (John Mermin, Metro) (action) • Community Connector Transit Study: Readiness and Tools (Ally Holmqvist, Metro; 30 min) 	<p><u>June 18, 2026 - in person</u></p> <ul style="list-style-type: none"> • 27-30 MTIP Recommendation and adoption (action) • Community Connector Transit Study: Report and Recommendations (Ally Holmqvist, Metro; 30 min)

<ul style="list-style-type: none"> • Cascadia High Speed Rail update (Ally Holmqvist, Metro; Chelsea Levy, WSDOT; 30 min) • HOLD for Safety Strategy update • HOLD for Transportation funding strategies update 	<ul style="list-style-type: none"> • 2028 Regional Transportation Plan Work Plan: Introduction (André Lightsey-Walker, Metro; 30 min) • JPACT Trip Prep • Future Vision Update
<p><u>July 16, 2026 -online</u></p> <ul style="list-style-type: none"> • 2028 Regional Transportation Plan Work Plan: Adoption (action) (André Lightsey-Walker, Metro; 30 min) • JPACT DC trip prep • Future Vision update 	<p><u>August- cancelled</u></p>
<p><u>September 17, 2026 - in person</u></p> <ul style="list-style-type: none"> • JPACT trip overview (Betsy Emery, Metro; 30 min) • Community Connector Transit Study: Report and Recommendations • HOLD for 2028 RTP update <p><i>JPACT DC trip September 21st -24th</i></p>	<p><u>October 15, 2026 – online</u></p>
<p><u>November 19, 2025- in person</u></p> <ul style="list-style-type: none"> • HOLD for Future Vision update • HOLD for 2028 RTP update 	<p><u>December 17, 2026</u></p> <ul style="list-style-type: none"> • Annual Safe streets update

Holding Tank

Expected Items with unknown timelines:

- IBR updates and potential amendments
- Rose Quarter updates and potential amendments

Possible items:

- Fx Plan update?
- RFFA Bond update
- Climate action work update
- Clack Co work update
- EMCTC alignment
- PSU Institute of Metropolitan Studies transportation funding work
- Safety strategy discussions

2026 MPAC Work Plan

As of 12/30/25

Items in italics are tentative

<p>January 28, 2026</p> <ul style="list-style-type: none"> • re: Compliance Report (Chair Update) • Consideration of the 12/16 MPAC Meeting Minutes (consent) • Voting on officers (action item) (15 minutes) • Future Vision Update (Jess Zdeb, 5 min) • Supporting the Regional Economy: <i>Governor’s prosperity initiative and Metro’s strategic work (Catherine Ciarlo and Andy Shaw, Metro; Kathy Hyzy, Governor’s Office; 30 min)</i> • Supportive Housing Services Update: (Alice Hodge and Liam Frost, 30 minutes) 	<p>February 25th, 2026</p> <ul style="list-style-type: none"> • Consideration of the 1/28 MPAC • Future Vision update: Engagement activities (Jess Zdeb, 30 min) • WEA Industrial Lands Proposal • Economic Development Council Work Group (Catherine Ciarlo, Metro)
<p>March 25th, 2026</p>	<p>April 22, 2026</p>
<p>May 27, 2026</p>	<p>June 24, 2026</p>
<p>July 22, 2026</p>	<p>August- CANCELED</p>
<p>September 23, 2026</p>	<p>October 28, 2026</p>
<p>November 18, 2026</p>	<p>December 16, 2026</p>

Commented [GL1]: @Ramona Perrault This is an action item, correct? How long will it take? Thanks!

Holding Tank:

- 2040 grant presentations by grant recipients
- Housing Bond Update
- CCTS for 1s quarter 2026
- Economic Development Workgroup (Jaye Cromwell and Malu Wilkinson, 30 minutes)

TriMet Budget Reductions

Navigating Challenges with Transparency: Service Proposal



Our Deficit: The Challenges

- Inflation increased costs by about 56% between 2019 and 2025
- ~\$700 million dollar capital maintenance backlog
- Significant investment in safety and security
- Fare revenue down by \$60 million per year

**TriMet Fixed Route Monthly Ridership
(BUS + MAX + WES)**



Actions We've Taken: Increased Ridership and Revenue

- Historic investments in safety and security and cleaning
- Reconfiguring our bus network to meet post-pandemic travel needs
- Advocated for increased transit funding in transportation packages
- Increased fares (Jan. 2024)



Actions We've Taken: Reduced Spending

- In July 2025, we announced a \$300 million annual budget gap
- **We have already reduced spending by about \$150 million**, and that's before the larger service changes and cuts proposed in the following slides
- We reduced spending mostly through cutting internal expenses, reducing staff and pausing future bus service increases



Actions Underway: Service Cuts

- Nov. 30, 2025: Reduced how often buses run on five lines at night when ridership is lower
- March 1, 2026: Reducing how often buses run on four lines during times when ridership is lower.
- Aug. 23, 2026: Proposed changes and cuts to take affect
- *We must reduce our overall service by at least 10% by July 1, 2028 (FY29) to balance our budget.*



Fall 2025 Outreach: Types of Service Cuts

Rank Nine
General Types
of Cuts

Elements of service

- How often buses and trains run (frequency)
- Hours and days of service (span)
- Where service runs (coverage)

Other considerations

- Funding toward partner services
- LIFT service impacts

Comparisons among types of cuts

- Relative savings
- Relative impact on rides



Service Cuts: Things We Considered

- Double the headway from 30 min. to 60 min. and 20 min. to 40 min. service
- End service earlier at night
- Cut weekend service
- Night frequency
- Serve school trips only
- Make targeted network changes to reduce duplication
- Only run Green Line MAX between Clackamas Town Center & Gateway TCs
- Eliminate low ridership lines
- Reduce Frequent Service on bus
 - Go from 15 min. service to 17.5 min. service
 - Limit Frequent Service window to just 7 a.m. to 7 p.m.
- Reduce Frequent Service on MAX
 - Go from 15 min. service to 17.5 min. service
 - Limit Frequent Service window to just 7 a.m. to 7 p.m.



Fall 2025 Outreach

- In person and online
- Nearly 5,000 responses
- Strong support for beginning with strategic, network efficiency cuts
- Favor protecting late night, weekend and high-frequency service
- No significant differences between groups (e.g., demographic, region)



Outreach Process Results



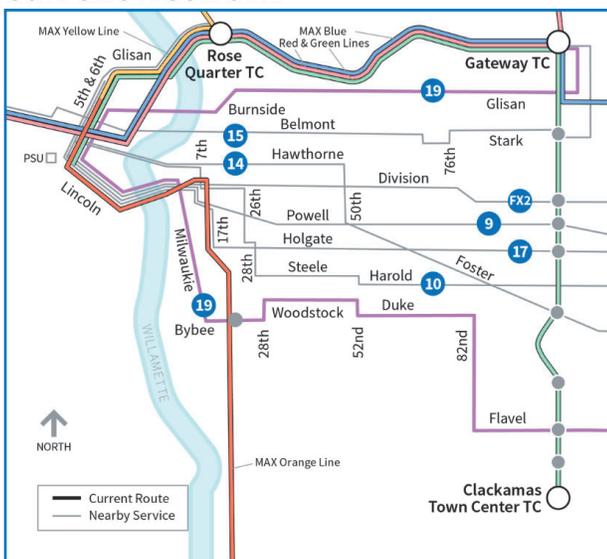
Service Cut	Estimated Cost Savings per Week	Existing Rides per Week	Degree of Impact	Survey Results	Job Access Impact
MAX Green Line	High	Low	Medium	Cut first	N/A
Low Ridership Lines	High	Low	High	Middle	Modest
FS Bus – 17.5 min.	High	High	Low	Cut last	Big
FS Bus – 7am-7pm	High	High	Medium	Cut last	N/A
FS MAX – 17.5 min.	High	High	Low	Cut last	Big
FS MAX – 7am-7pm	High	High	Medium	Cut last	N/A
Double Headway	High	High	High	N/A	N/A
Service ends earlier	Low	Low	High	Cut last	N/A
Reduce/cut wknd svce	Low	Low	High	Cut last	N/A
Night Frequency	Low	Low	Medium	Cut first	Modest
Serve School Trips Only	Low	Low	Low	Cut first	Modest
Network Changes	High	Low	Medium	Cut first	Modest

Service Cuts Proposal Total

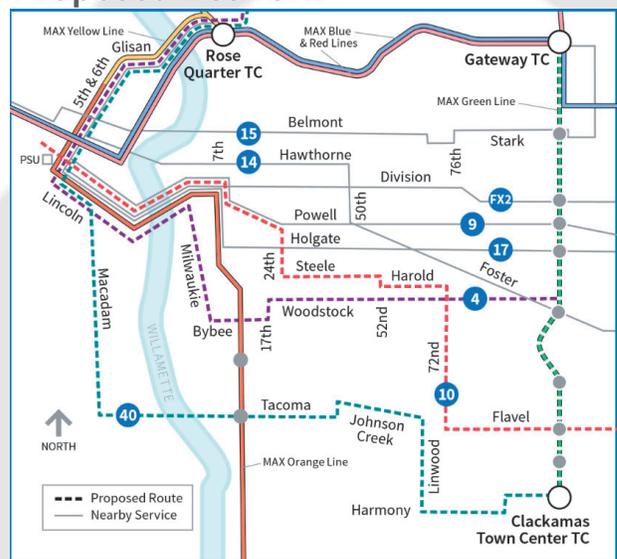
Service Cut	Estimated Cost Savings per Week	Existing Rides per Week	Degree of Impact	Survey Results	Job Access Impact
FY26 – Service Reductions	Low	Low	N/A	N/A	N/A
MAX Green Line	High	Low	Medium	Cut first	N/A
Targeted Network Changes	High	Low	Medium	Cut first	Modest
Eliminate Low Ridership Lines	Low	Low	High	Middle	Modest
Night Frequency	Low	Low	Medium	Cut first	Modest
Only Serve School Trips	Low	Low	Low	Cut first	Modest
Total Percentage	Proposal equals 6.49% of the 10% service reduction goal				

Network Changes: Green Line MAX

Current Network

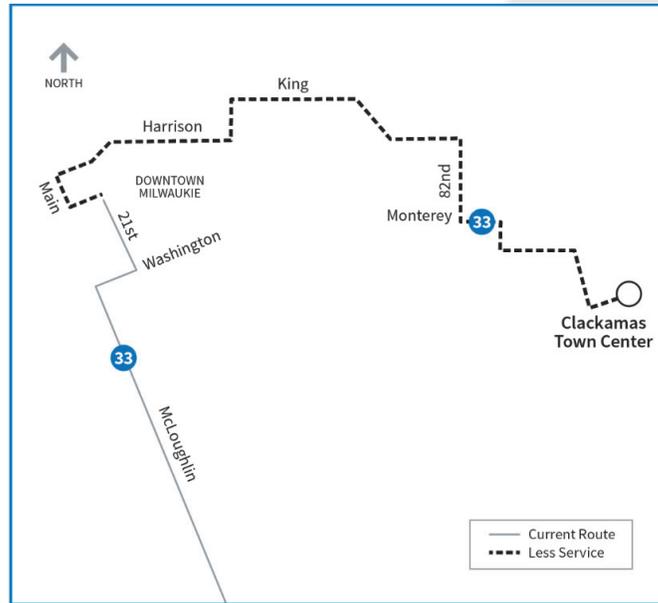


Proposed Network



- Run trains only between Clackamas Town Center and Gateway Transit Center.
- Riders use bus lines that run between most MAX Green Line stations and Downtown Portland or
- Transfer to MAX Blue or Red Line trains for trips between Gateway and Downtown Portland.

Night Frequency: Line 33



Buses between Milwaukie and Clackamas Town Center would arrive once an hour after 8 p.m. when fewer people ride in that area.

Network Changes: Lines 32, 34, 40

Current Network



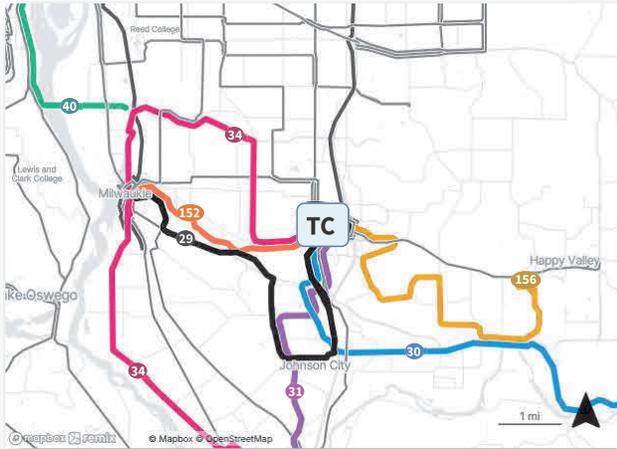
Proposed Network



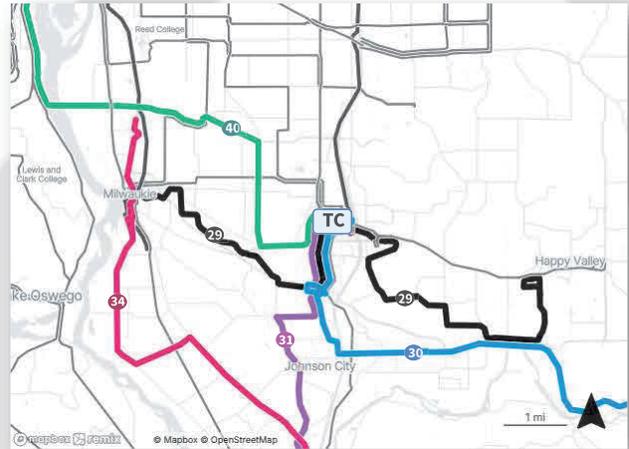
- Discontinue Line 32; Line 34 to Outfield south of Conchord to replace service
- Extend every other Line 40 trip Clackamas Town Center, with buses arriving every 60 minutes; replacing Line 34 service on Johnson Creek

Network Changes: Lines 29, 30, 152, 156

Current Network



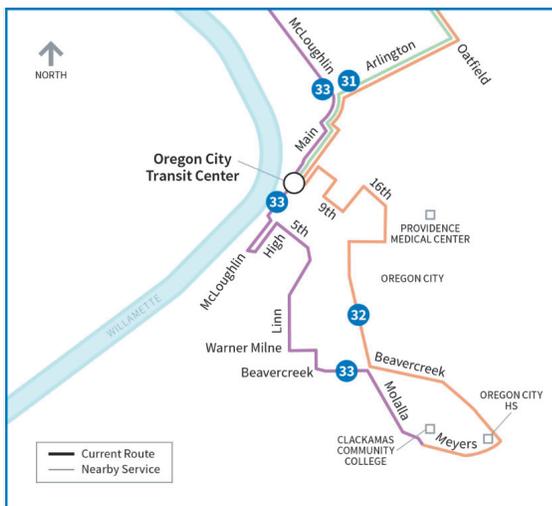
Proposed Network



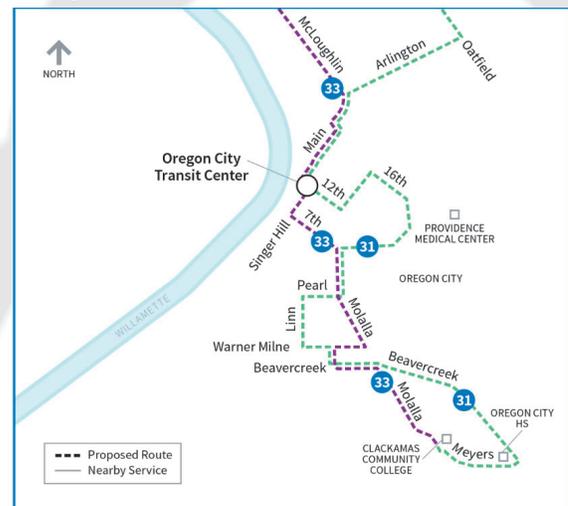
- Eliminate Lines 152, 156;
- Line 29 replaces most of service including International Way and Mather Rd
- Eliminate service on part of Webster Rd and Roots Rd due to low ridership
- Line 30 to Johnson to provide more service in area

Network Changes: Lines 31, 32, 33

Current Network



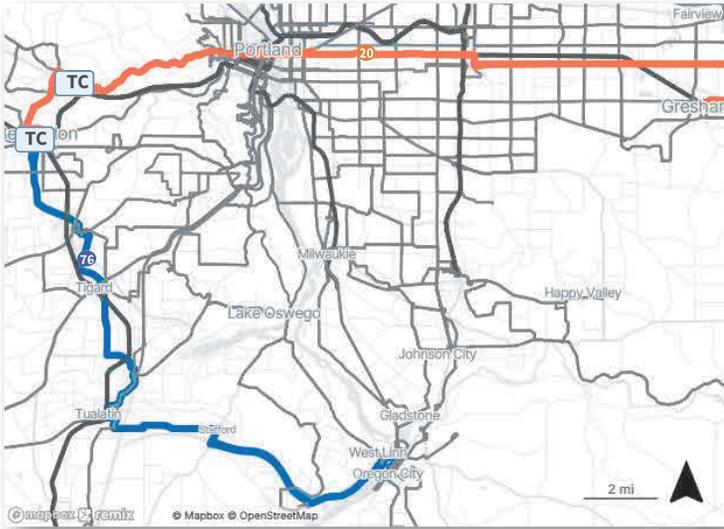
Proposed Network



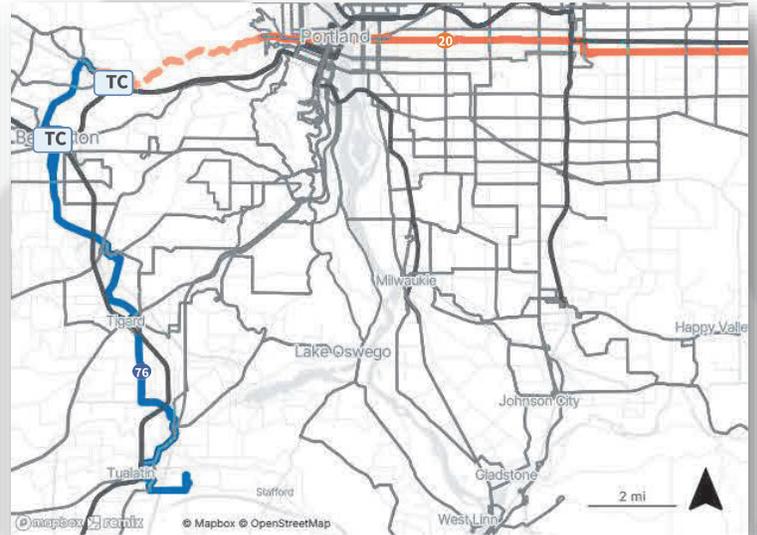
- Eliminate Line 32; Line 31 replaces service between Oregon City TC and CCC.
- Move Line 31 to serve 12th St and Linn Ave.
- Line 33 to 7th St and Molalla Ave off Linn Ave. Eliminate High St service

Network Changes: Line 76

Current Network



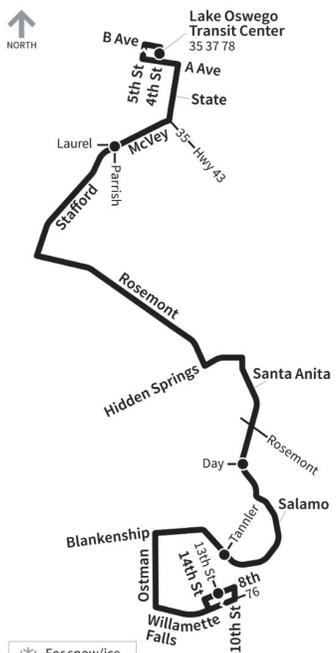
Proposed Network



- Eliminate Line 76 service to the Oregon City Transit Center due to low ridership

153-Stafford/Salamo

08/24



For snow/ice detours and cancellations visit trimet.org or call 503-238-7433 (RIDE).

● Route/Schedule Stop
-35- Transfer Nearby

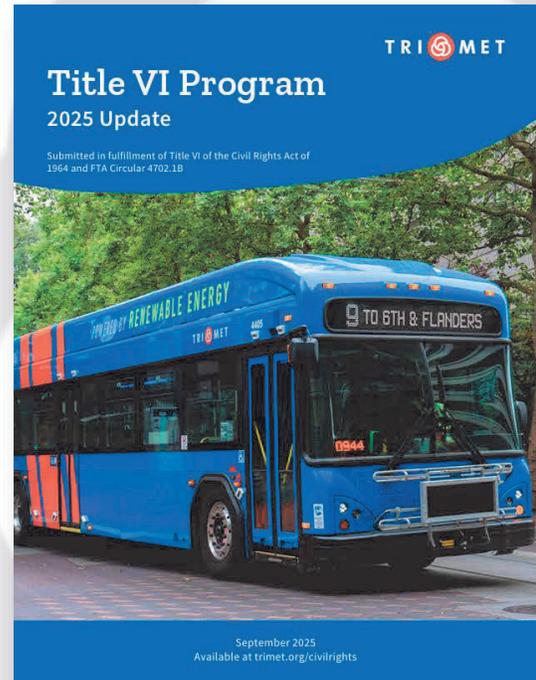
Line Eliminations: Line 153

Low Ridership Service Standard

- 2019: 15 boardings/vehicle hour or less
- 2024: 8 boardings/vehicle hour or less
- Service Cut: 6 boardings/vehicle hour or less
 - Line 153 – 2 boardings/vehicle hour

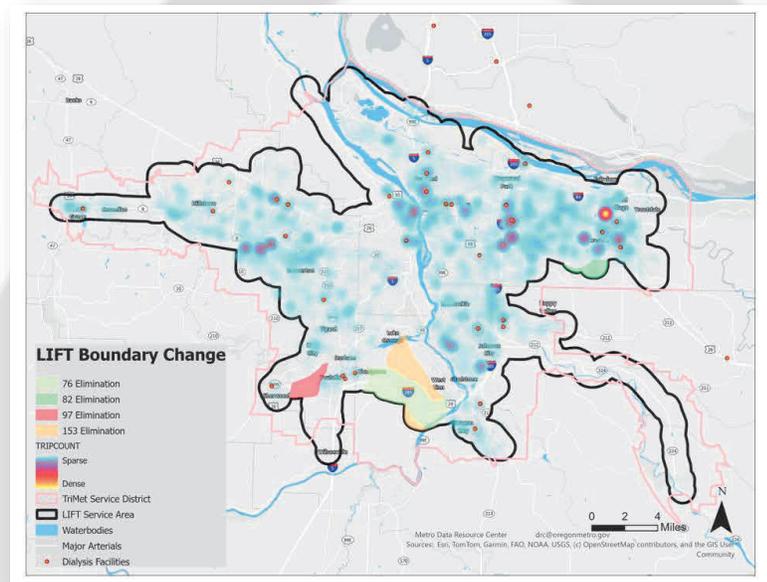
Title VI Impacts

- No system-wide disproportionate burden – low income
- No system-wide disparate impact – minority

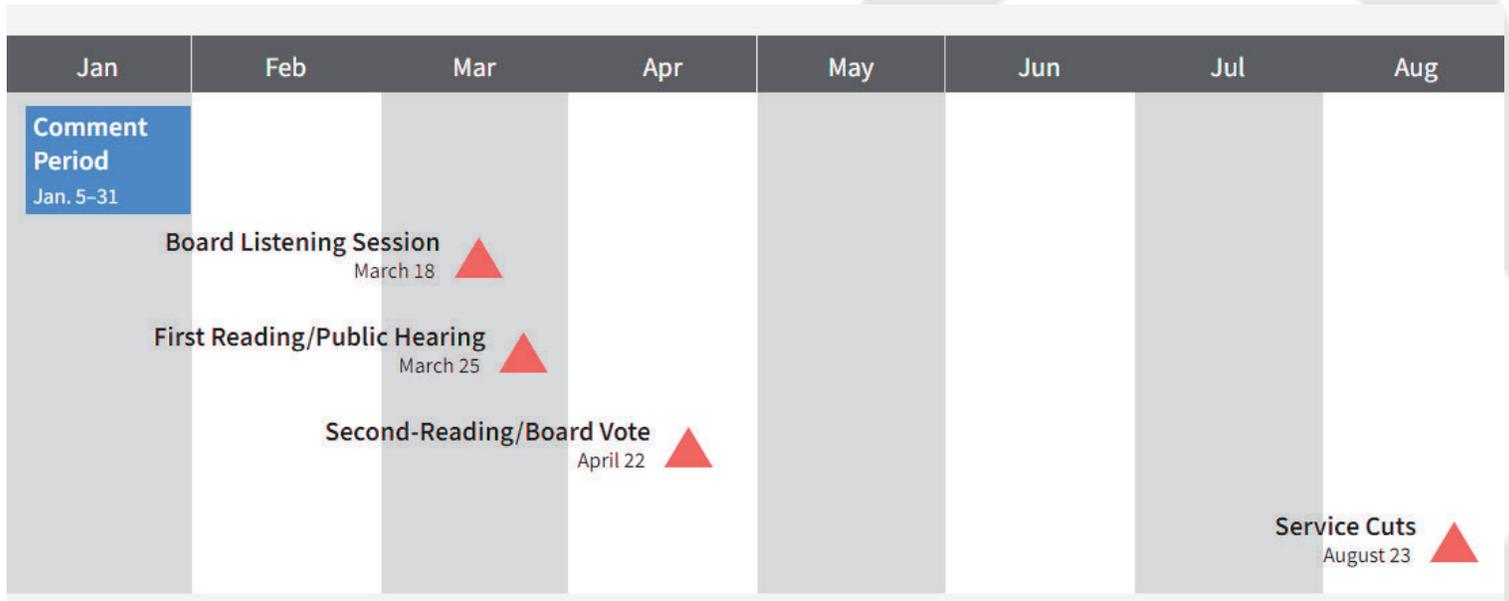


LIFT Impacts

- 747,303 boardings in Fiscal Year 2025
- 2,463 LIFT boardings impacted per year
- Less than 0.5% of trips impacted



Current Proposal Timeline



January Outreach: Proposed Service Changes

- Proposals for service changes and cuts effective August 2026
- Based on data and feedback from fall 2025 outreach about service priorities

Communications and comment period: January 5 - 31

- Web page: trimet.org/servicecuts
- Email, social media, news release
- Mailing to addresses near significant changes
- Information at bus stops with significant changes

January Open Houses: In-Person

- Thurs 1/15/26, 12 – 2 p.m., Portland State University
- Thurs 1/15/26, 5 – 7 p.m., Clackamas Community College, Milwaukie
- Tues 1/20/26, 4 – 6 p.m., Baha'i Center, St. Johns
- Wed 1/21/26, 4 – 6 p.m., Beaverton Library
- Thurs 1/22/26, 4 – 6 p.m., Tualatin Library
- Tues 1/27/26, 4 – 6 p.m., Clackamas Community College, Oregon City
- Wed 1/28/25, 4 – 6 p.m., Rosewood Initiative, 14127 SE Stark Street, Portland
- Thu 1/29/26, 4 – 6 p.m., University of Oregon, Concordia



January Open Houses: Online

- Tues 1/13/26, 5-7 p.m.
(English)
- Wed 1/14/26, 5-7 p.m.
(English, ASL; older adults
and people with
disabilities)
- Sat 1/17/26, 10 a.m. – noon
(Spanish)

We want your feedback

 Weigh in on our potential service cuts

Survey closes January 31, 2026

trimet.org/servicecuts



Thank You

Questions?

TRI  MET





600 NE Grand Ave.
Portland, OR 97232-2736
oregonmetro.gov

RESOLUTION 25-5534: EXHIBIT A

Supportive Housing Services Reforms Work Plan

Prepared by Metro Housing Department
Dec 9, 2025

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INTRODUCTION

December 2025 marks the midpoint of the Supportive Housing Services (SHS) ballot measure's 10-year lifespan. The vision for a connected regional homeless services system in the Portland Metro area was, and remains, an ambitious and unprecedented project. When approved by voters across the region in 2020, no structure existed that contemplated a regional vision for delivering services to thousands of people experiencing homelessness. Instead, voters approved a high-level concept for jurisdictions to implement.

The administrative systems that govern SHS were developed in good faith among Metro, and Clackamas, Multnomah and Washington counties, where Metro is responsible for oversight and regional coordination, and counties assume authority for delivering services with non-profit partners. While these underlying systems often go unseen, they are integral to the overall performance, and ultimately, outcomes for people experiencing homelessness, voters and taxpayers.

In its first five years of implementation, Metro has learned where governance, accountability and transparency can be strengthened by streamlining oversight, identifying administrative efficiencies, and training our focus on the areas that can yield better outcomes.

It is important to note that this Work Plan is exclusively focused on Metro's role as leading the SHS regional administrative structure. It is not intended to replace the core responsibilities of county partners to design and deliver programming that meets the needs of community members experiencing homelessness. Rather, it is focused on improving the regional system through streamlining oversight, accelerating coordination, and ultimately compelling the emerging regional system to deliver better and lasting outcomes for people experiencing homelessness.

About this Work Plan

For each identified reform action, this Work Plan provides:

- Background
- High-level description of reform actions
- Key milestones and deliverables
- Timeline

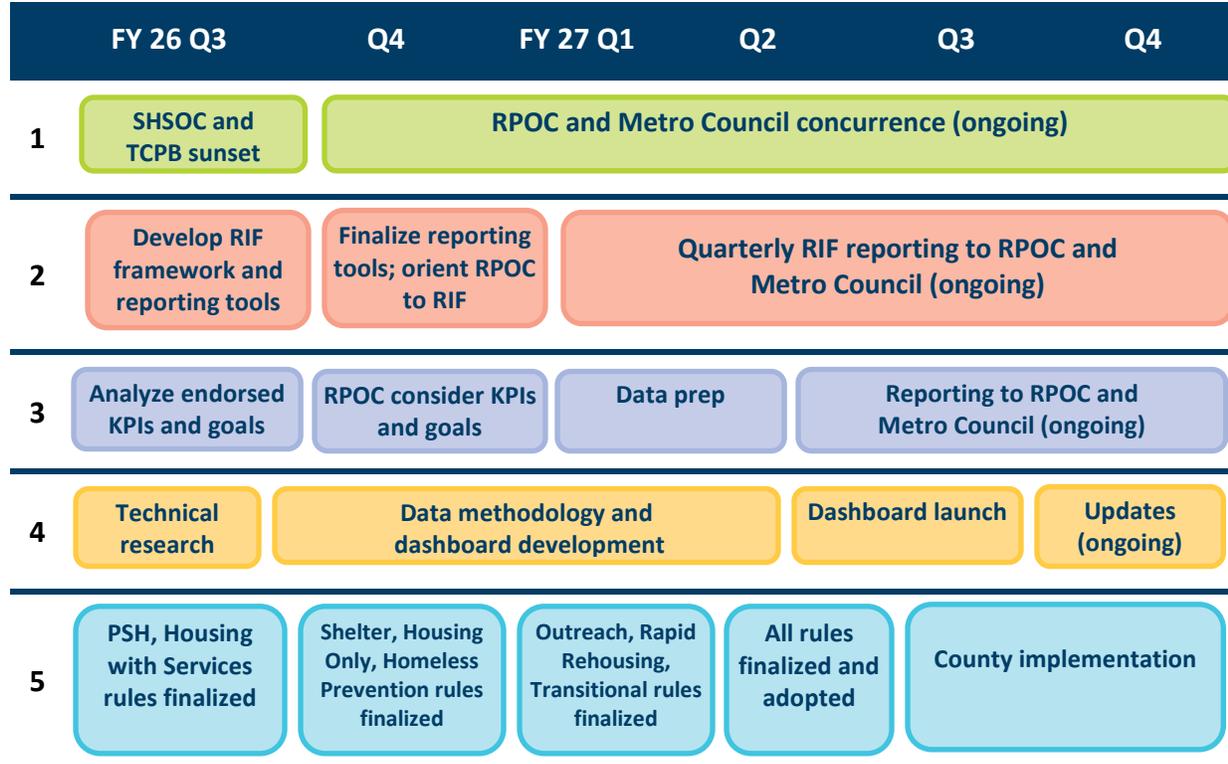
This Work Plan captures specific administrative changes to the SHS Program and does not include the day-to-day work of oversight, policy and accountability that Metro Housing staff conduct. Rather, the actions contained in this work plan will enhance the ongoing work of the Metro Housing Department.

Reform actions

The reforms described below reflect Metro-led engagement conducted from January 2024 through June 2025, as well as more recent feedback from community members, jurisdictional partners, and Metro councilors.

1. **GOVERNANCE:** Consolidate the Supportive Housing Services Oversight Committee (SHSOC) and the Tri-County Planning Body (TCPB) into a single Regional SHS Policy and Oversight Committee (RPOC); expand membership and clarify decision-making
2. **REGIONAL INVESTMENTS:** Establish new framework for the Regional Investment Fund
3. **KPIs AND GOALS:** Update regional key performance indicators, introduce new key environmental indicators, and establish both new five-year regional goals and an interim regional goal
4. **DATA TRANSPARENCY:** Create new regional financial and programmatic data dashboard
5. **STANDARDS:** Codify programmatic definitions and guidelines in administrative rules

Reforms timeline: Jan 2026–June 2027



Background

From January 2024 through November 2025 Metro received clear and considerable feedback on the SHS Program from the Metro Council President's Work Group, Metro Chief Operating Officer Marissa Madrigal's Stakeholder Advisory Table, SHS's advisory committees, public opinion research, and a range of stakeholders and community members across the region and state.

Analysis of stakeholder input, partner feedback and public opinion research point to three near-term improvement priorities for SHS:

- Streamlined implementation and oversight across jurisdictions
- Improved metrics and reporting enabling transparent and accessible communication with the public
- Demonstrated efficient use of public resources

To achieve these priorities, participants in the Stakeholder Advisory Table and the President's Work Group emphasized the need for a more streamlined and coordinated regional approach, one that is focused on clearly defined outcomes and continuous improvement, and where each constituent part, from service providers to government agencies, understands its role in the larger homelessness response system. In June 2025, Metro Council decided not to move forward with a ballot proposal until participating governments collectively act to improve voter confidence in the SHS Program.

In July 2025, Metro staff submitted to the Metro Council a memo outlining proposed areas for reform that were feasible in the absence of a new ballot measure and committed to developing a Work Plan for formal consideration during the fall of 2025. This Work Plan is the conclusion of that staff recommendation.

ACTION 1. GOVERNANCE

Consolidate the Supportive Housing Services Oversight Committee and the Tri County Planning Body into a single Regional SHS Policy and Oversight Committee expand membership and clarify decision-making

As the SHS Program has evolved, it has become clear that a more aligned, coordinated, and clearly defined governance framework is needed to support timely and effective decision-making that can respond to emerging regional needs while maintaining strong oversight and supporting an effective regional system of care.

Both the SHSOC and the TCPB have brought together program experts, individuals with lived experience, and regional leaders to address complex issues and strengthen the developing system. However, committee recommendations have not consistently resulted in system improvements due to inefficient processes and overlapping or unclear roles.

Communication and coordination among the SHSOC, the TCPB, and the Metro Council have also been limited, reducing transparency and alignment across regional oversight functions. The two committees operate under different bylaws, charters, procedures, and voting structures, which create operational challenges, especially when both are required to review and approve the same proposals.

Regional elected representation is limited, and elected officials who serve on the SHSOC do not have voting authority, diminishing regional visibility, accountability, and engagement in shaping SHS Program policy and oversight.

At the same time, federal and state funding for homeless services has become more uncertain, increasing the importance of SHS funding as a locally controlled resource to serve people experiencing homelessness and housing instability. These evolving conditions underscore the need to update the governance structure to better support regional responsiveness, maintain oversight, and strengthen the overall system of care.

Reform action: Metro will implement the actions outlined in Ordinance 25-1539.

In response to feedback from the Metro Council and jurisdictional and community partners, the RPOC, once established, will prioritize addressing the following system needs in addition to its core responsibilities as outlined in Metro Code and the intergovernmental agreements with counties:

- Consider and approve updated KPIs and goals
 - Includes reviewing additional metrics and policies proposed by Council President Peterson

RESOLUTION 25-5534: EXHIBIT A

SUPPORTIVE HOUSING SERVICES REFORMS WORK PLAN

Dec 9, 2025

- Consider SHS OC recommendations
- Review TCPB regional plan that includes approved goals, implementation plans and regional investment fund strategies.
- Review spending for Populations A and B
- Initiate provider contract improvements
- Establish performance-based systems management through a continuous improvement framework
- Consider annual independent audit
- Develop Regional homeless services legislative agenda

Milestones

- **Nov-Dec 2025**
 - First reading and public hearing of committee ordinance (Dec. 4)
 - Second reading and Council vote on ordinance (Dec. 16)
 - TCPB regional plan approved
- **Jan-March 2026 - RPOC preparation; SHS OC and TCPB sunset**
 - **Jan**
 - Agenda planning session with RPOC Chair
 - Establish RPOC meeting and Metro Council concurrence schedule
 - Begin recruitment of non-elected members; jurisdictions begin appointments
 - Draft bylaws
 - Final TCPB meeting expected
 - Committee facilitation contract RFP process award
 - **Feb**
 - Council engagement on bylaws and other RPOC items
 - Continue recruitment, appointments, and development of bylaws, orientation and agenda materials
 - **March**
 - Committee membership applications provided to Metro Council President/RPOC Chair
 - Prepare resolution for Metro Council President to appoint members with approval by Metro Council
 - Finalize draft bylaws, onboarding materials, and six-month agenda map

- Final SHSOC meeting; regional report for Fiscal Year 2025 (FY25) completed and approved
- SHSOC and TCPB sunset (March 31)
- **April-June 2026 — RPOC launches**
 - **April — RPOC Meeting #1**
 - Committee ordinance takes effect; RPOC launches (April 1)
 - Metro Council approves appointed members (April 2)
 - Conduct pre- and post-meeting member engagement
 - Develop meeting agenda, materials and presentations
 - Council concurrence review after RPOC meeting #1
 - **May — RPOC Meeting #2***
 - Develop meeting agenda, materials and presentations
 - Member engagement and staff coordination
 - Council concurrence review after RPOC meeting #2
 - **June — RPOC Meeting #3***
 - Develop meeting agenda, materials and presentations
 - Member engagement and staff coordination
 - Council concurrence review after RPOC meeting #3
- **Ongoing (July 2026–July 2027)**
 - RPOC meetings and Metro Council concurrence will continue at the direction of the RPOC chair and Metro Council.

* Milestones assume a monthly RPOC meeting schedule for illustrative purposes only. The RPOC meeting frequency and subsequent Metro Council concurrence schedule will be determined by RPOC Chair and Metro Council; the milestones, deliverables and timeline sections in this Work Plan may adjust accordingly.

Deliverables

- **RPOC launch**
 - Approved bylaws
 - RPOC meeting and Metro Council concurrence schedule
 - Six-month agenda map
 - Committee orientation materials
 - Committee facilitation contract
 - Recruitment and appointment plan, and draft resolution for Metro Council
 - Committee member engagement plan

- Agenda, meeting materials and post-meeting materials (*ongoing*)
- Council concurrence packets (*ongoing*)
- **SHS OC and TCPB sunset**
 - Approved regional plan
 - Sunset documentation for SHSOC and TCPB
 - SHSOC FY25 regional report

Timeline



ACTION 2. REGIONAL INVESTMENTS

Establish new framework for the Regional Investment Fund

Both Metro Code Section 11.01.180 and Section 8.3.3 of the IGAs require each county to annually contribute no less than five percent of each counties' share of SHS revenue to a regional strategy implementation fund.

This set-aside of funds constitutes the Regional Investment Fund, or RIF. The RIF is intended to advance regional systems-building and improvement by investing in capacity, alignment and regional standards.

However, the funding is disaggregated into three separate funds managed by each county. This unusual structure makes it challenging to fulfill the original intent of the RIF: to consistently guide investments that help the counties and Metro achieve SHS program alignment, coordination and outcomes at a regional level. The RIF expenditure approval process has been labored, inefficient and, at times, confusing.

Reform action: Metro staff will work collaboratively to develop a RIF budget framework and financial reporting tools with County implementation partners to improve transparency and effectiveness, and better support the original intent of strengthening the regional system.

Metro staff are not proposing changing the RIF fund structure at this time. The RIF will continue to be designated for regional system-based improvements; however, in extraordinary circumstances, it can also be approved and expended for other investments, as approved by the RPOC.

Milestones

- **Jan–Mar 2026**
 - Release the RIF budgeting framework to provide County implementation partners with guidance on budgeting for RIF
 - Develop programmatic and financial RIF reporting tools
- **April–June 2026**
 - Finalize reporting tools
 - Orient RPOC to new RIF framework and reporting requirements
- **July–Sept 2026**
 - Quarterly submission of Metro staff reports and recommendations to the RPOC (*ongoing*)
 - Quarterly submission of County RIF financial reports to Metro (*ongoing*)
 - Quarterly convening of SHS leadership to compile, analyze, and review annual RIF expenditures (*ongoing*)

RESOLUTION 25-5534: EXHIBIT A

SUPPORTIVE HOUSING SERVICES REFORMS WORK PLAN

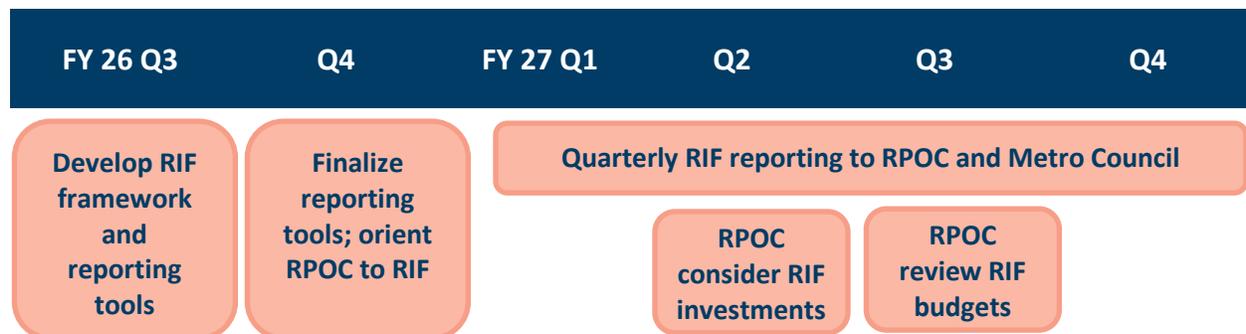
Dec 9, 2025

- Review County RIF budgets for Fiscal Year 2027
- **Oct–Dec 2026**
 - RPOC consideration of additional policy or investment recommendations introduced by members
 - Annual alignment of proposed RIF changes with the fiscal year cycle
- **Jan–March 2027**
 - Review and approval of proposed County RIF budgets for Fiscal Year 2027 by RPOC and Metro Council (*annually ongoing*)

Deliverables

- Finalize and release RIF budgeting framework
- Quarterly financial and annual reporting tools
- Quarterly RIF expenditure analysis prepared by SHS leadership.
- Quarterly RIF performance report from Metro staff to the RPOC.
- Staff recommendations to maintain, expand, eliminate, or redirect RIF investments.
- Investment proposals for RPOC review, when appropriate.
- Quarterly RIF reports and recommendations submitted to RPOC and Metro Council.
- RPOC member–initiated policy or investment proposals, as needed.
- Documentation and justification for extraordinary RIF expenditures.
- Fiscal year–aligned investment proposal packages for any proposed RIF changes.

Timeline



ACTION 3. KPIs AND GOALS

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

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

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

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

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

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

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SUPPORTIVE HOUSING SERVICES REFORMS WORK PLAN

Dec 9, 2025

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

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

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

Environmental Indicator	Provides Context for
Total number of evictions	<ul style="list-style-type: none"> • System inflow / outflow • Eviction prevention need
Total number of people and/or households experiencing homelessness	<ul style="list-style-type: none"> • System inflow / outflow • Overall need
Median length of time experiencing homelessness by self-report	<ul style="list-style-type: none"> • System inflow / outflow

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SUPPORTIVE HOUSING SERVICES REFORMS WORK PLAN

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

Proposed five-year goals (2026-2030)

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

GOAL 1: Reduce the length of time people experience homelessness

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

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

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

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

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

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

- Ninety percent housing retention in SHS-funded housing.

Additional metrics

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

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

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SUPPORTIVE HOUSING SERVICES REFORMS WORK PLAN

Dec 9, 2025

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

Milestones

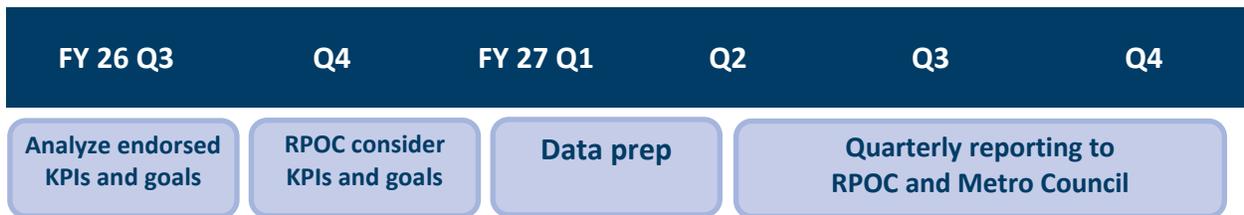
- **Dec 2025:** Metro Council *endorsement* of new regional KPIs and goals through SHS Reform Work Plan resolution
- **Jan–March 2026**
 - Completion of initial Metro staff analysis of draft KPIs and goal
 - Draft updated data reporting templates
- **April–June 2026**
 - RPOC consideration and recommendation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

Deliverables

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

Timeline

The timeline to develop and approve regional KPIs, KEIs, and goals by the RPOC and Metro Council may impact the regional dashboard development. Final regional KPIs, KEIs, and goals may impact displayed data, contextual research needed, how information is presented and project timelines.



ACTION 4. DATA TRANSPARENCY

Create new regional financial and programmatic data dashboard

Reliable and accessible data is essential. It enables decision-makers to understand system performance, identify gaps, monitor progress toward shared goals, and allocate resources more effectively. It also strengthens public trust by making program outcomes visible and understandable, helping communities see how SHS investments translate into results.

Throughout the two-year SHS reform engagement process, regional leaders consistently emphasized the need for greater transparency and clearer access to regional data. While Metro currently hosts a dashboard on its website, it has remained largely static due to previously limited access to county-level data and limited staff capacity.

New HMIS data now gives Metro access to metrics that were previously unavailable—such as time spent in SHS programs or the percentage of shelter entrants who receive SHS housing placements. However, the success of this effort will depend on strong data governance, including a clear data framework and robust validation processes, potentially guided by updated regional KPIs and goals. With strong data governance and validated methodologies, the SHS regional dashboard can complement and strengthen the overall regional system.

Reform action: Metro will build upon existing dashboards to make regional data, KPIs, financial data, and progress accessible and interactive for regional leaders and the public.

Milestones

- **Oct 2025–Jan 2026**
 - Complete technical research and finalize technical approach with Metro IT
 - Complete analysis of endorsed draft KPIs and goals
- **Feb–July 2026**
 - External engagement on displayed data with County implementation partners, Metro Council, RPOC and others as needed
 - Complete contextual data and national benchmark research
- **Feb–Nov 2026**
 - Validate and finalize data methodologies and validation systems
 - Complete regional partner validation and negotiations
 - Establish internal data collection processes

- **Aug–Dec 2026**
 - Complete technical build (backend, accessibility, branding)
 - Complete user testing, county review, and Council engagement
 - Finalize dashboard design after feedback
- **Dec 2026**
 - Publicly launch dashboard with communications and trainings
- **Jan 2027–ongoing**
 - Update and maintain dashboard, as needed (ongoing)

Deliverables

- Final dashboard including design and technical elements
- KPI and goals analysis memo
- Technical research summary (integration, automation, design, etc.)
- Finalized technical plan with IT
- Contextual data and national benchmark research summary
- Final data methodology and validation documentation
- Internal data collection process documentation
- Power BI dashboard (backend completed, accessible, branded)
- User testing and county review summary
- Launch communications materials and training resources
- Dashboard maintenance and update procedures

Timeline

The dashboard development timeline may depend on approval of updated KPIs and goals, as these will have a large impact on what data is shown, contextual research is needed, and how information will be presented. Project timelines may shift based on Metro Council and RPOC approval of the new KPIs and goals, feasibility studies and implementation needs.



ACTION 5. STANDARDS

Codify programmatic definitions and guidelines in administrative rules

Establishing consistent, clear definitions, program principles, and standards across program types is a recognized best practice among homelessness response system funders, implementers, and service providers, ensuring equitable service delivery and effective coordination.

Metro previously issued guidance to County implementation partners through memos and emails, which resulted in varying interpretations and inconsistent implementation. Under the current governance structure, program standards and definitions require joint agreement between Metro and County implementation partners. However, Metro can implement administrative rules for certain areas of SHS, and County implementation partners agree that using administrative rules will help establish clear expectations.

Developing these administrative rules is a critical component of good governance, public stewardship, and regional leadership. Rules translate policy goals into concrete, actionable standards, ensuring programs are implemented consistently, fairly, and in alignment with regional priorities. They support accountability for public resources, provide predictable guidance for service providers, and strengthen coordination across counties, reinforcing Metro's role in guiding the region while respecting local implementation.

Metro is committed to developing administrative rules in close collaboration with County implementation partners, ensuring that their expertise, feedback, and operational realities help shape standards that are practical, equitable, and effective across the region.

Reform action: Metro will implement administrative rules that establish regional standards and definitions to support and strengthen consistent practices across all SHS programs in the three counties.

Metro anticipates developing administrative rules for the following SHS-funded program types:

1. PSH
2. Rapid rehousing
3. Housing only
4. Transitional housing
5. Shelter
6. Homelessness outreach
7. Homelessness prevention

Milestones

- **Oct–Dec 2025**
 - Draft of overarching framework and County review completed
 - Overarching framework submitted to SHS leadership for County review
 - Draft PSH administrative rules completed and submitted for County review
 - Focus groups scheduled for all non-PSH program types
- **Jan–March 2026:**
 - Introductory sections of framework submitted for County review and finalized
 - PSH administrative rules finalized
 - Housing With Services rules finalized
- **April–June 2026**
 - Shelter rules finalized
 - Housing Only rules finalized
 - Homelessness Prevention rules finalized
- **July–Sept 2026**
 - Homeless Outreach rules finalized
 - Rapid Rehousing rules finalized
 - Transitional Housing rules finalized
 - Consolidated administrative rules submitted for County review and finalized
- **Oct–Dec 2026**
 - Develop County partner implementation plan
 - Final rule adoption process
- **Jan-July 2027**
 - County implementation of adopted administrative rules

Deliverables

The development of all administrative rules will include focus groups and County reviews and feedback periods.

- Overarching Administrative Rules framework
- Initial and final PSH rules
- Initial and final Rapid Rehousing rules
- Initial and final Housing Only rules
- Initial and final Housing with Services rules
- Initial and final Shelter rules

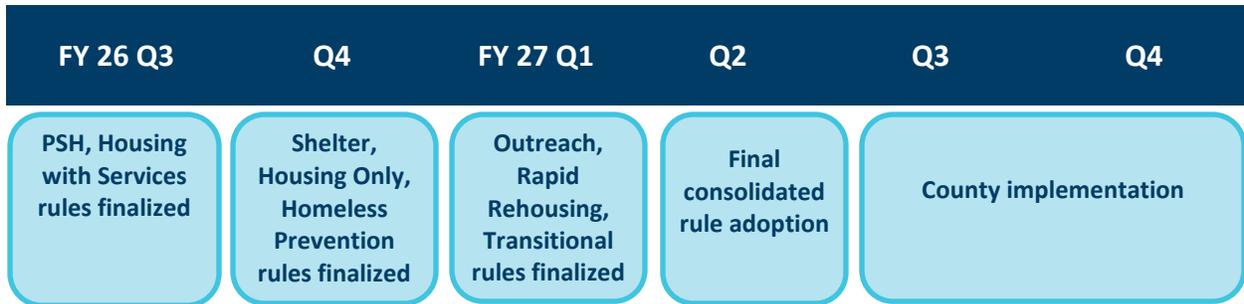
RESOLUTION 25-5534: EXHIBIT A

SUPPORTIVE HOUSING SERVICES REFORMS WORK PLAN

Dec 9, 2025

- Initial and final Homelessness Outreach rules
- Initial and final Homelessness Prevention rules
- Initial and final Transitional Housing rules
- Final consolidated administrative rules for adoption

Timeline



Memorandum

To: C4 Metro Subcommittee
From: [Team TPAC, Representing Clackamas County & Clackamas Cities](#)
Re: January Transportation Policy Advisory Committee (TPAC) Highlights
Date: January 9, 2026

Overview

TPAC is a 25-member committee of planners, residents, and government representatives advising JPACT on regional transportation, funding priorities, and policy in the greater Portland region. The following are this month's meeting highlights. The meeting packet [is available here](#).

General Updates

- **Fatal Crash Update:** According to available data, a total of 118 people were killed in traffic crashes in Clackamas, Multnomah, and Washington counties throughout 2025. Between December 1 and December 31, 2025, there were approximately thirteen traffic deaths in the region. Of this total, six people died while walking, and seven people died while driving. Four fatalities occurred in Clackamas County. Actions regional partners are taking to improve street safety were highlighted during the meeting, including efforts by the [City of Portland](#), [ODOT](#), the [Tigard Police Department](#), and [Metro](#).
- TPAC will kick off early conversations on the next Regional Transportation Plan (RTP) update at a virtual workshop on March 11, 2026.

TriMet Budget, Service Cuts Proposal, and Outreach Process

TriMet outlined a long-term budget challenge driven by rising costs, a slow ridership recovery, and reliance on fare revenue. Staff noted steps taken to prevent a sharper fiscal issue, but service reductions are likely without new funding or policies. A draft framework for potential service changes was presented, highlighting regional outreach to assess rider and community impacts before finalizing proposals.

Discussion Highlights:

- TPAC members recognized TriMet's \$300 million annual gap, rising costs, and that ridership is at 70% of pre-pandemic levels.
- Members highlighted that losing routes, especially in outer communities, can be more impactful than reduced frequency, emphasizing the importance of geographic coverage.
- Several members raised concerns about shortening the MAX Green Line and its impact on regional connectivity and future planning.
- Members appreciated TriMet's transparency and outreach and emphasized the need to communicate both service trade-offs and the broader value of transit to the region.

Next Steps:

- TriMet's public outreach and survey process is underway, and partners are encouraged to share engagement opportunities broadly.

- TriMet Board hearings are scheduled for March, with a Board decision expected in April and potential service changes in August 2026.

Tools and Data from Metro’s Data Resource Center

Metro introduced the [Data Resource Center](#) (DRC) as the region’s shared hub for trusted data, maps, and analytical tools that support local planning and policy decisions. Staff highlighted how tools such as [MetroMap](#), [RLIS](#), and the [Safe Streets for All data hub](#) enable jurisdictions to make rapid, consistent, and transparent decisions without each agency building its own systems. The presentation emphasized practical applications for elected officials, including safety planning, climate and heat resilience, and grant readiness.

Discussion Highlights:

- Members supported the DRC for its safety data, particularly near-real-time fatal crash information and Vision Zero-supporting tools.
- The updated Safe Routes to School [WalkShed](#) tool was highlighted for its improved accuracy, accessibility, and printable reports.
- Discussion included questions about coordination with ODOT’s statewide data efforts and long-term data maintenance.

Next Steps:

- DRC staff will continue coordinating with ODOT and local agencies on data integration and maintenance.
- Metro encouraged jurisdictions to share DRC tools internally and with elected officials.

Upcoming Agenda Highlights

February 6, 2026	March 6, 2026 (Hybrid)
<ul style="list-style-type: none"> • Cascadia High-Speed Rail: Development Plan 	<ul style="list-style-type: none"> • Unified Planning Work Program (UPWP) Draft FY 2026-27 • Regional Emergency Transportation Routes (RETR) Final Report Draft Review • Regional TDM Strategy Draft Review

For More Information, Contact

County Representatives

Jeff Owen, Clackamas County
 Alt: Karen Buehrig, Clackamas County
 Alt: Jamie Stasny, Clackamas County
 Alt: Mike Bezner, Clackamas County

City Reps

Will Farley, City of Lake Oswego
 Alt: Tanya Battye, City of Milwaukie
 Alt: Dayna Webb, City of Oregon City
 Alt: Laura Terway, City of Happy Valley

Report Prepared by: Adam Torres, Clackamas County, atorres@clackamas.us

Memorandum

To: C4 Metro Subcommittee
From: **Team MTAC, Representing Clackamas County & Clackamas Cities**
Re: December Metro Technical Advisory Committee (MTAC) Highlights
Date: December 17, 2025

Overview

MTAC is a 35-member committee of planners, residents and business representatives that provides technical support to the Metro Policy Advisory Committee (MPAC). Following are recent meeting highlights. For full packet information, [click here](#).

General Updates

- Metro's Title 11 Annual Compliance Report will be released in January 2026.
- The Future Vision Commission had their third meeting on December 11th. They have presented their engagement plan to Metro Council and are presenting it to MPAC in December. MTAC will continue to receive updates.

Safe Streets for All

The Joint Policy Advisory Committee on Transportation (JPACT) and Metro Council adopted a Regional Transportation Safety Strategy in 2018 with a goal of eliminating traffic deaths and life changing injuries by 2035. Each year, staff from Metro provide an annual transportation safety update. MTAC received this update and also discussed JPACT's 2026 Safety Workplan.

The Regional Transportation Safety Strategy, safety dashboards, and resources are available [here](#).

Discussion Highlights:

- MTAC members discussed the effectiveness of reducing speed limits in minimizing collision impacts, with several members expressing keen support for speed limit reductions and one member expressing concern about complaints about traffic and slower travel times.
- A MTAC member highlighted the success of ODOT recently reducing speeds on McLoughlin Boulevard, stating that there is no noticeable impact to traffic flow.
- MTAC members discussed the need for roads to also be designed for lower speeds, highlighting that merely changing the speed limit is not always successful and design changes are needed.
- A MTAC member inquired about large vehicles being responsible for most of the severe crashes – it was clarified that these are not commercial vehicles, but rather individually owned vehicles as the size of cars has steadily increased in the U.S. and larger cars cause greater impacts.

Community Connector Study

Metro staff provided an update on the Community Connector Transit Study. This study seeks to understand where community connector transit solutions (shuttles or vans) could expand the transit network in areas with limited access. The study will inform updates to the next Regional Transportation Plan. The most recent information is available in the [MTAC Meeting Packet](#). Metro asked MTAC members for input around refining the identified focus area, parks, and mobility hub opportunities to best align with local plans and efforts and for recommendations on public engagement.

Discussion Highlights:

- A MTAC member suggested Metro focus on where they purchase land for parks as many of Metro’s parks are on the perimeter of the Urban Growth Boundary or outside of it, making them difficult to access by transit.
- TriMet stated this is a difficult time as they’re in the process of making service cuts, reiterating that this is a longer-term visioning project.
- A MTAC member requested Metro engage with the Columbia Corridor Association and other business organizations as transit is really critical to employees around the region.
- A MTAC member stated they are skeptical of the financial feasibility of shuttles and would prefer to see investment in frequent transit service along main transit networks.

Next Steps:

- February-March 2026: Regional public engagement.
- April 2026: Metro Staff will provide an update to MTAC, which will include the draft report outline.

Upcoming Agenda Highlights

January 21, 2026	February 18, 2026
<ul style="list-style-type: none">• Functional Plan Annual Compliance Report• 2040 Growth Concept Report Card• Introducing the Distributed Forecast Work Program	<ul style="list-style-type: none">• Clackamas County Sunrise Corridor Visioning

For More Information, Contact

County Representatives

Jamie Stasny, Clackamas County
Alt: Martha Fritze, Clackamas County

City Reps

Laura Terway, City of Happy Valley
Alt: Kelly Hart, City of Oregon City
Alt: Erik Olson, City of Lake Oswego

Report Prepared by: Becca Tabor, Clackamas County, btabor@clackamas.us