

Multnomah County District 2

Date: 04/06/2025

Memorandum: Commissioner Singleton SHS Framework

From: Commissioner Shannon Singleton

To: Members of the METRO President's Council Workgroup

Dear Colleagues,

Voters in the Portland Metro region approved the Supportive Housing Services Measure in 2020. Since then, it has become the foundation of our regional response to homelessness. It is also a national model for scaling housing and supportive services to meet the needs of west coast communities.

Since its passage, we have learned a lot about what it takes to scale up our efforts. We have also learned what doesn't work with the existing programmatic structures and we have work to do with voters to show them why they should extend the program past its 10-year sunset.

I appreciate the table that has been formed to discuss these issues and Metro's work on developing a reform package that could both be advanced at the regional level in collaboration with counties and cities, and be referred to the voters for their approval.

This document outlines a few things. First, it discusses a range of existing issues that Metro, counties, cities and stakeholders have identified with the status quo, and explores how we could address those proactively ahead of a ballot measure, or in conjunction with a public vote.

Second, I've included a table that summarizes what I believe to be a starting-point for discussion around each of the "checklist" issues that President Peterson has tasked her workgroup with addressing.

I believe there is a third piece that is still missing from our discussions. That is a discussion around what goals we should attach to this work. I believe we independently recognize that key performance metrics or indicators should track our progress and tell us if we are on the right track or the wrong track. But specific program goals need to recognize the independent financial resources of the counties and cities that are part of the region, and their political and policy preferences.

I recommend that we discuss the concept of county-based goals, that would be vetted and tracked by the tri-county HPAC, but proposed by county leaders in conjunction and cooperation with city leaders. I believe this relieves concerns about pressures that would be put upon budgetary and programmatic decision making by counties if goals were imposed upon those entities.

I believe that this structure will achieve reforms that we agree are needed to improve our response to homelessness and allow us to bring an extension to voters that will be successful.

Multnomah County District 2

I offer these ideas in the spirit of comity and with the hope that they generate helpful discussions. I believe that starting from this basepoint with some details in front of us will allow the work group to dig in and get our work done on the aggressive (and necessary) timeline we have adopted.

In summary, I see the work ahead in three buckets:

1. **Establishing the vision and governance framework for HPAC:** This includes the north star, KPM/KPI and leadership roster for the group. Table 1 of this document summarizes my recommended approach to this. I do hope that we will either create an opportunity to correct mistakes in the structural makeup of HPAC, or be very careful in how we seat people at the table. I believe we have learned important lessons from the first five years of the SHS program that we don't want to have to learn again.
2. **Establish a framework of what we can do now, then do it:** The Stakeholder Advisory Table, county and city leaders have identified a number of reforms that we can do now, without voter approval. I've summarized key questions and outlined approaches to many of these questions in this document.
3. **Build momentum for an extension at the ballot:** I believe that if we all continue to work together to find solutions to these issues and build our momentum we will be able to convince voters to extend this program.

If any of you have questions or concerns about anything I've outlined in this document, please don't hesitate to reach out. I look forward to our continued work together.

Sincerely,

Shannon Singleton
Multnomah County Commissioner District 2

Multnomah County District 2

Building a reform framework: What can we do now?

North Star: Homelessness is rare, brief, and nonrecurring

KPIs: See Table 1 (PLEASE NOTE: these should be further developed by a small team of staff from the counties and metro; vetted by providers; compared to national best practices; President's table is reviewer but should not be where these are developed.)

Reforms:

- Expand allowable use– there is already consensus here
 - Affordable housing development likely gap financing since dollar amount likely to be too low for a full project), acquisition, rehab, preservation, land banking, homeownership, co-op, and rental options
- Financial oversight
 - Metro says– “delay in providing consistent, regionwide information on Population A/B expenditures has undermined the transparency and accountability that voters deserve”
 - My viewpoint– this can be handled now; what specifically does metro need to get this done and what are the barriers with the counties? This should be on a reform workplan for the coming 6 months.
- Regional Evaluation
 - Metro says “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.”
 - My viewpoint– this can be handled now; what specifically does metro need to get this done and what are the barriers with the counties? This should be on a reform workplan for the coming 6 months.
- Data integrity and evaluation
 - Metro says– “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:
 1. updates and refinements to the regional outcome metrics in the SHS work plan
 2. the development of consistent methodologies and comparison data for county and regional racial equity analyses.
 3. 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.”
 - My viewpoint– this can be handled now; what specifically does metro need to get this done and what are the barriers with the counties? This should be on a reform workplan for the coming 6 months.
 1. New KPIs (see table 1 below)

Multnomah County District 2

2. Utilize research expertise to help inform; 3rd party would help legitimize the methodologies and data points and decrease staff stuckness.
 3. Change process to add 6 month update to LIP to metro council AND updates required if significant changes made to investments that diverge from approved LIP goals
- Oversight and Accountability
 - Metro says: “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.” Currently this requires agreement from counties.
 - My viewpoint– Metro should be able to conduct the same activities we do for our funding.
 - Lynn’s “checklist”
 - Northstar = see above
 - KPIs = see above
 - HPAC
 - Governance = see above
 - What are staff asking for that isn’t included above?
 - Roles and responsibilities
 - This question needs to be asked of staff at Metro and all counties

Multnomah County District 2

Table 1: President’s work group checklist

North Star	KPIs ¹	Program Types	Types of Investments	Population
Rare	Increase supply and access to affordable housing	Housing production, acquisition, preservation, vouchers	LITHC GO Bonds Gap Financing...	Pop A/B
	Increase PSH	Tenant and project based subsidies	LTRA Project based vouchers HUD funded PSH	Pop A
		Wrap- around supports for bx, health, housing case management, social security advocacy		
	Reduce inflow	Prevention Anti-poverty	Client assistance \$ (utility, rent, childcare, etc services)	Pop B ²
	Decrease youth transitioning to adult homelessness	Transition aged youth placements ³		

¹ KPIs situated to increase positive outflow and decrease inflow will tell us that the system is working; further work needed to outline goals and outcomes

² Could also be former Pop A people if they have been housed long enough to no longer qualify as chronically homeless

³ We need input from youth and youth experts to flesh this out further

Multnomah County District 2

Brief	Decrease length of homelessness	Housing placement off streets, from shelter, transitional recovery housing, day centers, and other locations where people experiencing homelessness are through outreach, inreach, navigation	Client assistance and staffing (various expertise including culturally specific, bx, ands peer)	Pop A/B
	Decrease length of shelter stay	Resources to move people to positive exits ⁴	Client assistance and staffing (various expertise including culturally specific, bx, ands peer)	
	Decrease length of unsheltered homelessness	Increase placements from streets to shelter, transitional recovery housing, permanent housing, other treatment	Client assistance and staffing (various expertise including culturally specific, bx, ands peer) Outreach Inreach navigation	
Nonrecurring	Increase housing retention rates for permanent placements	Housing retention for RRH, LTRA, and prevention Healthcare and other anti poverty system navigation PSH	Client assistance Staffing Workforce development Income acquisition Anti-poverty programs	Pop A/B

⁴ transitional recovery housing, permanent housing, with family/friends

Multnomah County District 2