



Metro President's Work Group

June 2nd Discussion Recap



Date: June 2, 4 pm to 6 pm

Location: Metro Regional Center

Summary prepared by Drawbridge Innovations

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JUNE 2 ATTENDEES

- Alex Phan – Principal Broker, Portland Metropolitan Association of Realtors®
- Andrew Rowe – Member, Portland Metro Chamber
- Andy Mendenhall – President, Central City Concern
- Christine Lewis – Councilor, Metro (joined virtually)
- Jerry Willey – Commissioner, Washington County
- Joe Buck – Mayor, City of Lake Oswego
- Julie Brim-Edwards – Commissioner, Multnomah County (joined virtually)
- Keith Wilson – Mayor, City of Portland
- Lisa Beaty – Mayor, City of Milwaukie
- Lynn Peterson – Council President, Metro
- Melissa Erlbaum – Member, Here Together
- Mercedes Elizalde – Member, Welcome Home Coalition
- Nellie deVries – Executive Director, Clackamas County Business Alliance
- Rachael Duke – Board Chair, Housing Oregon
- Shannon Singleton – Commissioner, Multnomah County (joined virtually)
- Tim Rosener – Mayor, City of Sherwood (joined virtually)
- Travis Stovall – Mayor, City of Gresham

Not in attendance:

- Ashton Simpson – Councilor, Metro
- Ben West – Commissioner, Clackamas County
- Elizabeth Mazzara-Myers – Executive Director, Westside Economic Alliance
- Sahaan McKelvey – Member, Coalition of Communities of Color
- Lacey Beaty – Mayor, City of Beaverton
- Kathryn Harrington – County Chair, Washington County
- Craig Roberts – County Chair, Clackamas County

INTRODUCTION

Over the course of the Metro President's Workgroup meetings, members were invited to contribute their thinking on key elements of a Regional Vision Framework—including vision and mission statements, regional goals, and KPIs. Based on these conversations and submitted frameworks, Metro staff supported the synthesis of the information into a draft Regional Framework. This draft included options for vision statements, a mission statement, guiding principles, program goals, system goals, and associated KPIs.

The June 2nd meeting focused on gathering feedback from workgroup members on this draft framework. The results of that feedback—both quantitative and qualitative—are summarized below.

Note on Data Quality

The data below reflects input from 17 of the 24 total workgroup members who attended the June 2nd meeting. Not all participants in attendance responded to every question, so the number of responses varies across items. Average scores are calculated based on the number of respondents for each specific question. While the summarized data provides clear directional trends regarding the Regional Framework's vision and goal options, it does not represent the full input of the entire workgroup.

Summary insights and average scores are included in the main body of this document. Comprehensive mapping results and detailed process notes are available in the appendices

PROGRAM GOALS FEEDBACK

Process Recap

Metro staff proposed 10 draft program goals based on a synthesis of previous input from workgroup members. During the meeting, four in-person small groups and one virtual group were invited to map these goals using the following two dimensions:

- **X-axis:** How well does the goal address your community's needs?
- **Y-axis:** How well do the example KPIs associated with the goal support effective results?

Workgroup members rated each program goal on both axes using a scale of 1 to 5, where 1 indicates low alignment and 5 indicates highest alignment.

Program Goals Results Summary

Dimension 1: Evaluating how well the 10 proposed program goals address community needs.

The scores below reflect the group's average ratings along the X-axis. Color coding indicates highest and lowest scores.

Program Goal	How well the goal addresses community's needs (1=low alignment, 5=highest alignment)
Prevent people from entering homelessness	5.0
Reduce unsheltered homelessness	5.0
Increase co-enrollment in health and behavioral health services	4.3
Connect people experiencing homelessness to permanent housing	5.0
Increase the efficiency and effectiveness of the housing placement process	3.8
Reduce the length of time people experience homelessness	4.5
Expand access to affordable housing	4.8
Ensure housing stability and retention for people placed in housing	4.5
Reduce disparities in rates of homelessness and housing outcomes	4.3
Foster safe, stable and livable communities	4.5

Consultant Insights

- **Top Priorities Identified:** Three goals received the highest possible rating (5.0), indicating strong alignment with community needs:
 - *"Prevent people from entering homelessness."*
 - *"Reduce unsheltered homelessness."*
 - *"Connect people experiencing homelessness to permanent housing."*

These results suggest a strong emphasis on prevention and stabilizing lives through housing and support as key community priorities.

- **Lower Alignment Observed:** The goal to *"Increase the efficiency and effectiveness of the housing placement process"* received the lowest rating (3.8), suggesting that while operational improvements

are important, they may not resonate as directly with perceived community needs as client-centered outcomes do.

- **Strong Overall Alignment:** All remaining goals scored between 4.3 and 4.8, indicating broad support and relevance.

Dimension 2: Evaluating how well the example KPIs associated with the 10 proposed program goals support effective results.

The scores below reflect the group's average ratings along the Y-axis. Color coding indicates highest and lowest scores.

Program Goal	How well the example KPIs support effective results (1=low alignment, 5=highest alignment)
Prevent people from entering homelessness	2.8
Reduce unsheltered homelessness	4.3
Increase co-enrollment in health and behavioral health services	2.5
Connect people experiencing homelessness to permanent housing	4.0
Increase the efficiency and effectiveness of the housing placement process	3.8
Reduce the length of time people experience homelessness	4.5
Expand access to affordable housing	4.3
Ensure housing stability and retention for people placed in housing	3.8
Reduce disparities in rates of homelessness and housing outcomes	4.0
Foster safe, stable and livable communities	2.8

Consultant Insights

- **Top-Performing KPIs:** “Reduce the length of time people experience homelessness” received the highest KPI effectiveness score (4.5), suggesting that participants view the proposed metrics for this goal as clear, relevant, and likely to drive measurable impact.
- **Other high scorers include:** “Reduce unsheltered homelessness” (4.3) and “Expand access to affordable housing” (4.3). These goals appear to have KPIs that participants find actionable and results-focused.
- **Low KPI Alignment Scores:** Several goals scored below 3.0, indicating concerns with the relevance or clarity of the proposed KPIs:
 - “Increase co-enrollment in health and behavioral health services” (2.5)
 - “Prevent people from entering homelessness” (2.8)
 - “Foster safe, stable, and livable communities” (2.8)

These results suggest that while the goals themselves may be important, the current KPIs may not clearly demonstrate effectiveness or are not well understood.

Please refer to the ‘Program and System Goals Debrief’ Section for feedback from the workgroup on how to improve the quality of KPIs associated with the program goals.

SYSTEM GOALS FEEDBACK

Process Recap

Metro staff proposed 5 draft system-level goals based on a synthesis of previous input from workgroup members. During the meeting, small groups were invited to complete a similar mapping exercise to evaluate these goals using the following two dimensions:

- **X-axis:** How important is this goal to a healthy regional system?
- **Y-axis:** How much does this goal improve the current state?

Workgroup members rated each system goal on both axes using a scale of 1 to 5, where 1 indicates low alignment and 5 indicates highest alignment.

System Goals Results Summary

Dimension 1: Evaluating how well the 5 proposed system goals contribute to a healthy regional system.

The scores below reflect the group's average ratings along the X-axis. Color coding indicates highest and lowest scores.

System Goal	How important the system goal is to a healthy regional system (1=low alignment, 5=highest alignment)
A regional governance structure with clear roles and responsibilities, effective leadership and oversight, and cross-jurisdictional coordination	4.2
Regional consistency and alignment in policies, program standards, contracting, and performance measures across jurisdictions and programs	4.8
Regional data reporting and monitoring based on consistent methodologies and definitions that support regional evaluation and performance tracking	5.0
Transparency and accountability through clear communication with the public and continuous improvement to ensure program goals are achieved	5.0
Regular assessment of needs and gaps, barriers and process improvements across the homeless services and housing systems and other related sectors including healthcare, criminal justice and workforce	4.8

Consultant Insights

- **Top-Rated Priorities:** Two system goals received perfect scores (5.0), highlighting strong consensus around their importance to a healthy regional system:
 - *"Regional data reporting and monitoring based on consistent methodologies."*
 - *"Transparency and accountability through clear communication and continuous improvement."*

This reflects a strong desire for data-driven evaluation and accountable, transparent systems that adapt and improve over time.
- **Strong Support for Policy and Cross-System Alignment:** Two additional goals scored very highly (4.8):
 - *"Regional consistency in policies, program standards, and performance measures."*

- “Regular assessment of needs, gaps, and barriers across systems.”

These results emphasize the importance of regional alignment and cross-sector coordination, particularly across housing, healthcare, workforce, and justice systems.

- **Moderate Alignment on Governance Structure:** The goal related to governance structure—*clear roles, leadership, and cross-jurisdictional coordination*—scored a 4.2, slightly lower than others. This may signal that while governance is important, workgroup members see greater urgency or clarity in other areas, or feel this area is still emerging and complex to define.
- **Strong Overall Alignment:** There is strong consensus on the foundational importance of data, transparency, and aligned standards as pillars of a healthy regional system. Participants prioritize systems that are clear, coordinated, and continuously improving. Future planning could benefit from clarifying governance roles and structures, to match the confidence seen in other system-wide goals.

Dimension 2: Evaluating how well the 5 proposed system goals improve the current state.

The scores below reflect the group's average ratings along the Y-axis. Color coding indicates highest and lowest scores.

System Goal	How much this goal improves the current state (1=low alignment, 5=highest alignment)
A regional governance structure with clear roles and responsibilities, effective leadership and oversight, and cross-jurisdictional coordination	2
Regional consistency and alignment in policies, program standards, contracting, and performance measures across jurisdictions and programs	4.4
Regional data reporting and monitoring based on consistent methodologies and definitions that support regional evaluation and performance tracking	4.8
Transparency and accountability through clear communication with the public and continuous improvement to ensure program goals are achieved	3
Regular assessment of needs and gaps, barriers and process improvements across the homeless services and housing systems and other related sectors including healthcare, criminal justice and workforce	3.5

Consultant Insights

- **Strongest Perceived Impact:** The system goal “*Regional data reporting and monitoring based on consistent methodologies and definitions*” received the highest average rating (4.8), signaling strong consensus that improved data infrastructure would meaningfully advance the current system.
- **Broad Support for Alignment Goals:** “*Regional consistency and alignment in policies, program standards, contracting, and performance measures*” also scored highly (4.4), indicating a shared belief that coordination across jurisdictions would yield significant improvements.
- **Lower Confidence in Governance Improvements:** “*A regional governance structure with clear roles and responsibilities...*” scored the lowest (2.0), pointing to skepticism or uncertainty about whether current proposals for governance will meaningfully improve system performance. This may reflect either concerns about feasibility or unclear roles and decision-making authority.

PROGRAM AND SYSTEM GOALS DEBRIEF

Following the program and system goal mapping activities, participants were invited to share insights and reflections from their small group discussions. The key themes that emerged during this debrief are summarized below.

Feedback on Program and System Goals

- **Program and System Goals - Clarify Roles, Goals, and Accountability:** Workgroup members called for greater clarity on the distinction between system-level and program-level goals, including who is accountable for each.
 - **Council President's response:** While system goals may be regional in scope, President Peterson emphasized that achieving them requires coordinated effort across Metro, counties, and providers. She cautioned against assigning system goals solely to Metro, noting that success depends on shared ownership and alignment between program implementation and broader system objectives.
 - This conversation highlighted the need to define responsibilities and ensure that all levels of the system are working together toward common outcomes.
- **Unclear Role of Providers and Implementation Partners in Homelessness Prevention:** A workgroup member expressed uncertainty about the role of providers and implementation partners in addressing homelessness prevention, noting that it remains unclear how much influence they have over this area. **It was also noted that 'Prevent people from entering homelessness' felt like a System goal rather than a Program goal.**
 - *"We, as providers, are doing our job and working hard to end homelessness—but the spigot was turned on even faster, and more people began entering the system. So when it comes to prevention, it feels like there's more work needed in this framework for it to be meaningfully addressed."* – Rachael Duke

Feedback on KPIs

- **Need for Inclusive and Collaborative KPI Development:** KPIs need further development and broader input before finalization—County boards, front-line employees and service providers should play a central role in shaping what is measured.
 - *"We have to be engaging frontline employees in the KPIs."* – Andrew Rowe
 - *"There needs to be a lot more work done before I can give my recommendation. The County boards need to be approving KPIs beforehand. We need to have the providers have a say in what we're measuring. We are not the right people to refine these."* – Commissioner Singleton
- **Council President's response:** The Council President committed to directing staff to conduct a focused engagement with providers in particular, emphasizing the need for an iterative process. She noted that meaningful inclusion will strengthen stakeholder buy-in and that the resulting insights will offer a timely checkpoint for the future Policy Advisory Committee as they make recommendations.

- **Align KPIs with Meaningful Outcomes and Provider Realities:** A workgroup member emphasized the importance of designing KPIs that reflect the outcomes we truly aim to achieve—such as housing stability—rather than simply tracking outputs like the number of beds or presence of a case plan. They cautioned against metrics that inadvertently incentivize narrow actions or assume provider capacity and influence. Instead, KPIs should be intentional about *who* is being asked to report, *what* behaviors are being encouraged, and *whether* the indicators truly reflect impact—especially in areas like co-enrollment, where current measures may be too limited.

 - *"We really need to think about what behaviors are being incentivized by the KPIs. For example, some of them focus on things like the number of beds or whether people have a particular diagnosis. I think there's too much language that assumes a specific end result is necessary. It also assumes what actions a provider can or can't take. So, we need to consider who is being asked to collect these data points—and what activities we're actually trying to incentivize."* – Mercedes Elizalde
- **Balance Data Collection Efforts with Frontline Impact:** Workgroup members emphasized the importance of data but cautioned against excessive data collection that pulls time and resources away from direct service delivery, assuming the service providers are on point to collect data. There's a need to focus on the most meaningful indicators—those that truly drive decision-making and impact—rather than tracking everything by default.

 - *"Data is really important, and there is an opportunity cost of doing that instead of doing the work. What are the most powerful indicators, rather than collecting everything all the time?"* – Rachael Duke
 - *"The providers make a good point. It's a lost opportunity if we spend too much time creating data. I think it's understanding what we have available today, and then understanding what are those very specific additional items that we need to be more effective?"* – Mayor Rosener
- **Use KPIs to Signal a Future Vision:** One workgroup member noted that KPIs should be aspirational—reflecting the future state we aim to achieve, even if full implementation isn't immediately possible. By setting ambitious metrics now, we can guide the development of a regional data system and begin integrating the necessary data elements over time.

 - *"In my opinion—KPIs should be aspirational. That means they may not all be feasible to implement right now. But as we think about building a regional data system to measure and monitor system performance over time, setting forward-looking KPIs helps define the future state we're targeting. Even if we can't measure everything today, we can begin building the data systems and integrating new elements to get there over time."* – Andrew Rowe
- **Clarify Housing Commitments and Capacity:** Workgroup members requested more information on housing production goals from cities, the state, and Metro, including both affordable and market-rate housing. They asked for clarity on the roles and responsibilities of housing providers in meeting system demand and emphasized the need to align housing availability with homelessness reduction efforts.



- *"We're not going to reduce homelessness without more housing. I would like to hear from the cities, state and Metro what the housing goals are. We can have perfect systems, but if we don't have the houses to go into, people will going to get stuck on the streets or in a shelter."* – Commissioner Brim-Edwards
- *"Cities don't build housing – developers do. We create the environment that does. We can't just go out and make it happen ourselves."* – Mayor Rosener
- *"Market rate housing – do we have information on that?"* – Rachael Duke

VISION STATEMENT FEEDBACK

Process Recap

Members of the workgroup were asked to provide feedback on five vision statement options, listed below. Options 1 through 3 were proposed by Metro staff, based on a synthesis of previous input from workgroup members. Option 4 was proposed by President Peterson, and Option 5 by Commissioner Singleton.

- **Option 1:** “Everyone in the region can access an affordable, stable place to call home, along with the supports they need to recover and thrive.”
- **Option 2:** “The region supports stable and thriving communities through a compassionate, coordinated and clear response to homelessness.”
- **Option 3:** “Homelessness is rare, brief and nonrecurring for anyone who experiences it in the region.”
- **Option 4:** “Homelessness is addressed through a recovery-oriented system of care, moving our neighbors from crisis to independence by building long-term stability with effective services, holistic support and increased self-sufficiency.”
- **Option 5:** “Homelessness is addressed through a system of care that supports our neighbors to move from homelessness to permanent housing and rebuilding a community of support to achieve economic self-sufficiency.”

Members were asked to evaluate each vision statement using the four criteria listed below. For each criterion, they rated the vision statements on a scale of 1 to 5, where 1 = not at all agree and 5 = strongly agree.

1. How well does each vision statement address your community’s needs?
2. How well does each vision statement balance aspiration with achievability?
3. How well does each vision statement address current needs while also offering a long-term vision?
4. How memorable and relatable is the vision statement?

Ratings were submitted in person using posters at each small group table, and by virtual attendees through an online survey.

Vision Results Summary

The highest-rated vision statement overall was option 5:

“Homelessness is addressed through a system of care that supports our neighbors to move from homelessness to permanent housing and rebuild a community of support to achieve economic self-sufficiency.”

The next highest-rated statement was the option 4:

“Homelessness is addressed through a recovery-oriented system of care, moving our neighbors from crisis to independence by building long-term stability with effective services, holistic support, and increased self-sufficiency.”

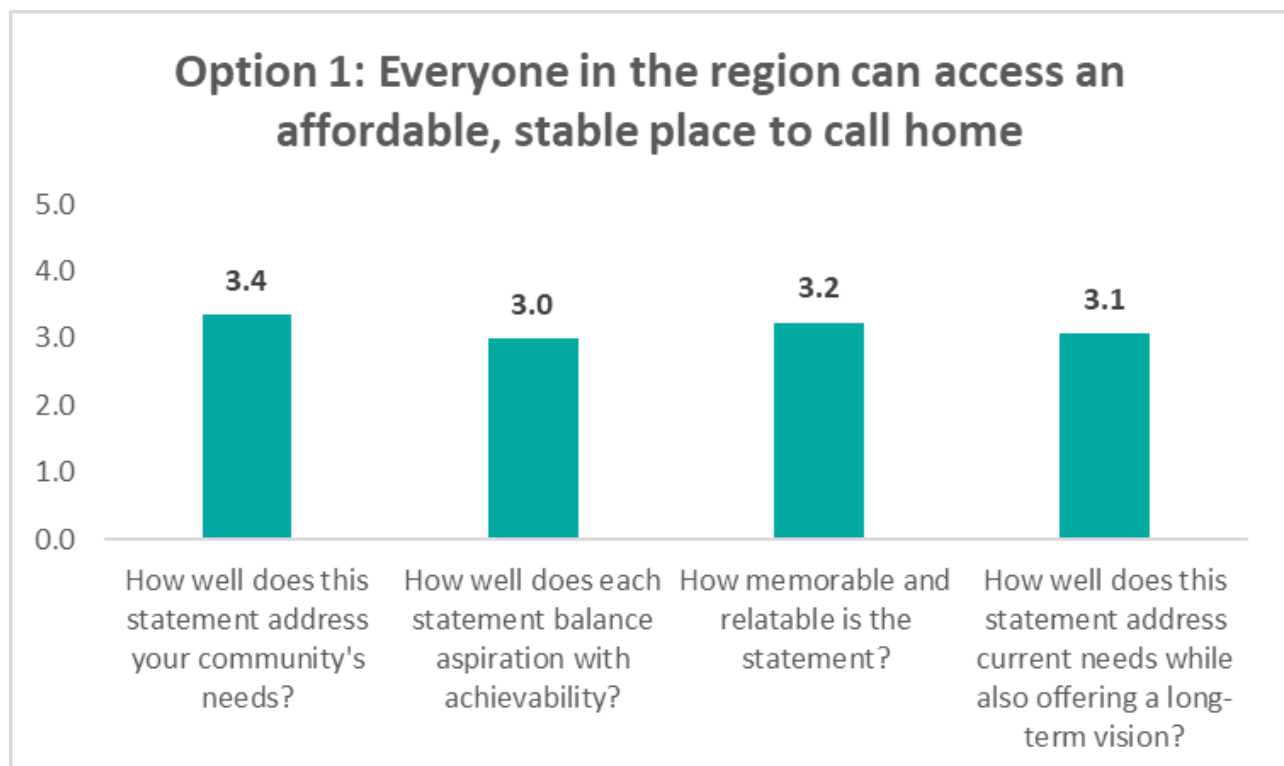
The individual average scores are tabulated below:

Vision Statement	Average Score
Option 1: "Everyone in the region can access an affordable, stable place to call home, along with the supports they need to recover and thrive."	3.2
Option 2: "The region supports stable and thriving communities through a compassionate, coordinated and clear response to homelessness."	2.8
Option 3: "Homelessness is rare, brief and nonrecurring for anyone who experiences it in the region."	3.2
Option 4: "Homelessness is addressed through a recovery-oriented system of care, moving our neighbors from crisis to independence by building long-term stability with effective services, holistic support and increased self-sufficiency."	3.7
Option 5: "Homelessness is addressed through a system of care that supports our neighbors to move from homelessness to permanent housing and rebuilding a community of support to achieve economic self-sufficiency."	4.0

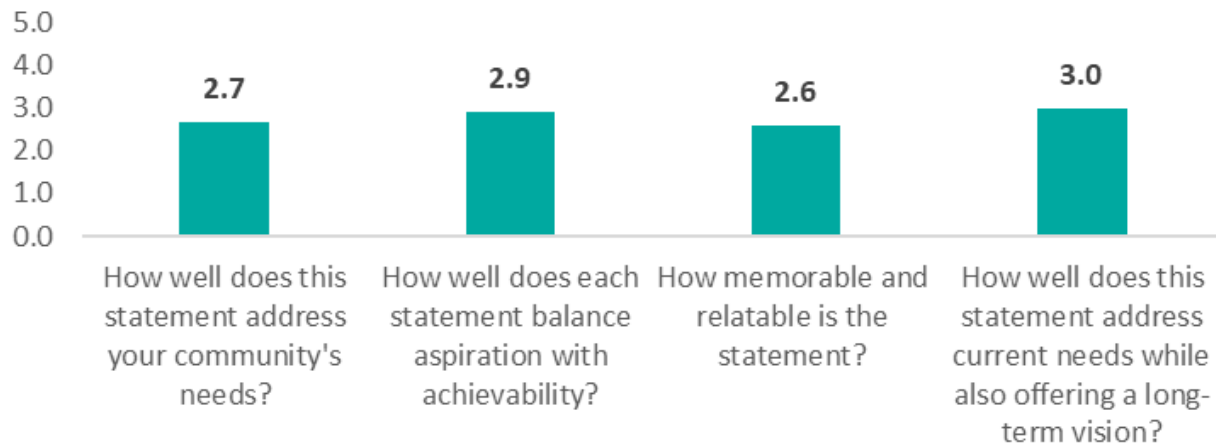
Consultant Insights: Workgroup members gravitated toward Statement 5, noting that it felt the most human-centered, relatable, and well-aligned with community needs. This presents an opportunity to make the statement more succinct and memorable through light wordsmithing—while preserving the original intent and insights.

Vision Results Deep Dive

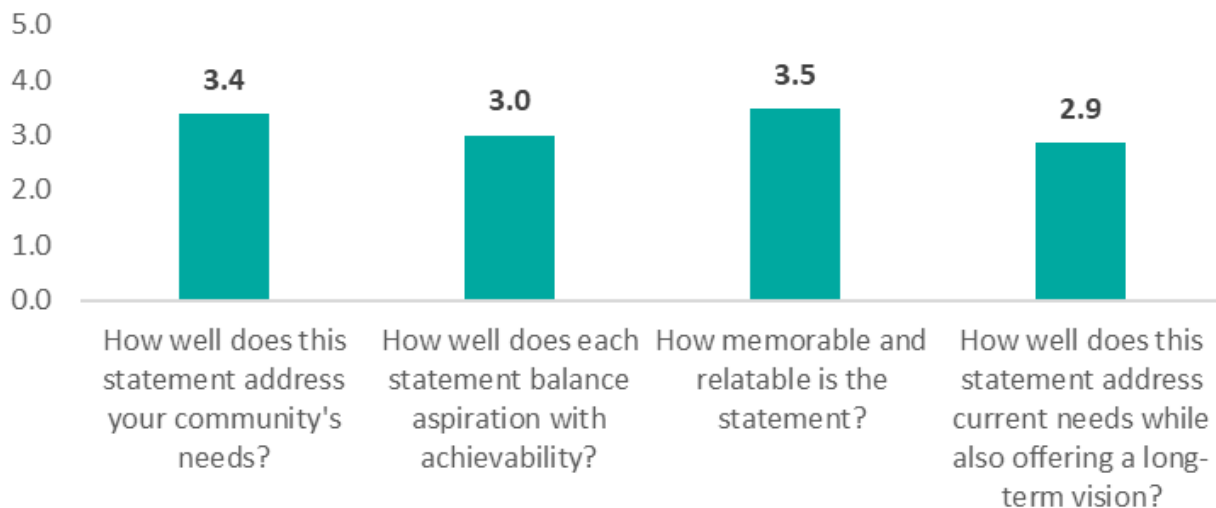
Each vision statement was evaluated based on four criteria. The scores shown below reflect the average ratings submitted by participants during the June 2nd meeting.



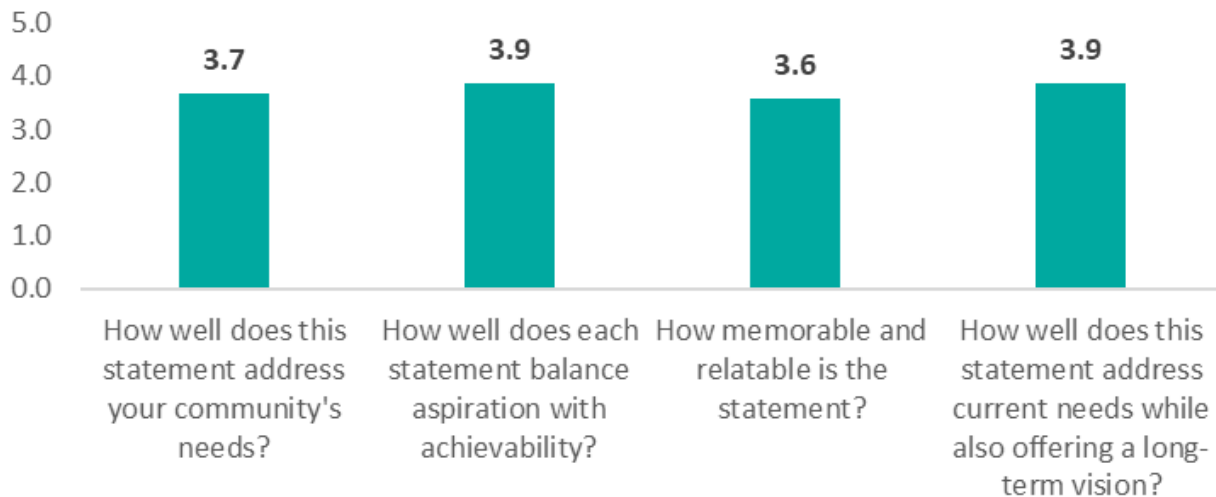
Option 2: The region supports stable and thriving communities through a compassionate, coordinated and clear response to homelessness.



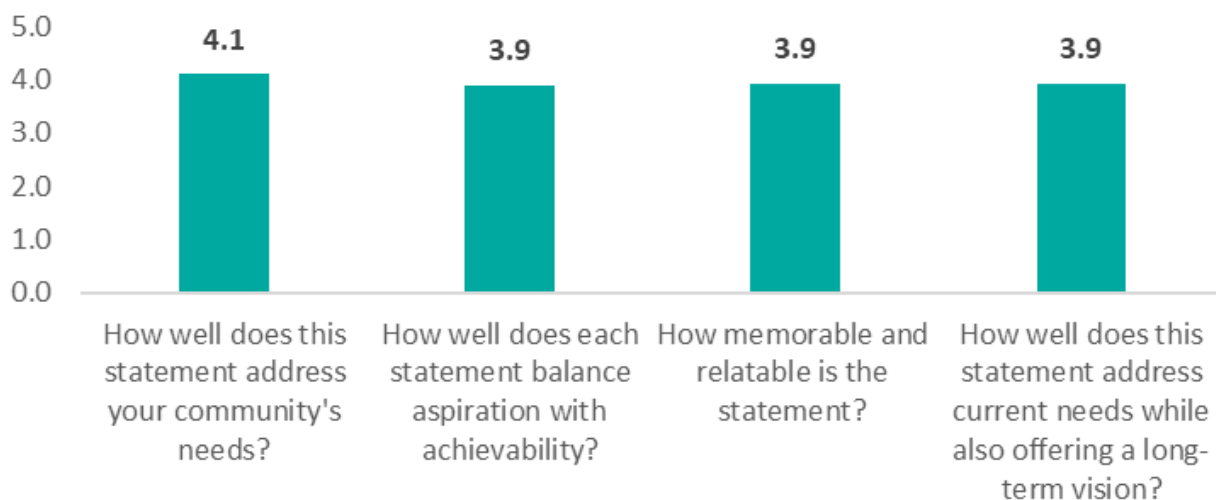
Option 3: Homelessness is rare, brief and nonrecurring for anyone who experiences it in the region.



Option 4: Homelessness is addressed through a recovery-oriented system of care, moving our neighbors from crisis to independence by building long-term stability with effective services, holistic support and increased self-sufficiency.



Option 5: Homelessness is addressed through a system of care that supports our neighbors to move from homelessness to permanent housing and rebuilding a community of support to achieve economic self-sufficiency.



APPENDIX A: EDITS PROPOSED TO GOALS

During the feedback exercises, some groups suggested edits to the proposed program and system goals. A summary of these proposed changes is provided below.

Program Goals Language Edits

The following wording edits and comments were written on program goal cards by participants at various tables:

- Expand access to affordable housing + permanent units (text added)
- Reduce unsheltered homelessness + trended data (text added)
- Increase co-enrollment in health and behavioral health services + engagement/base & completion (text added)

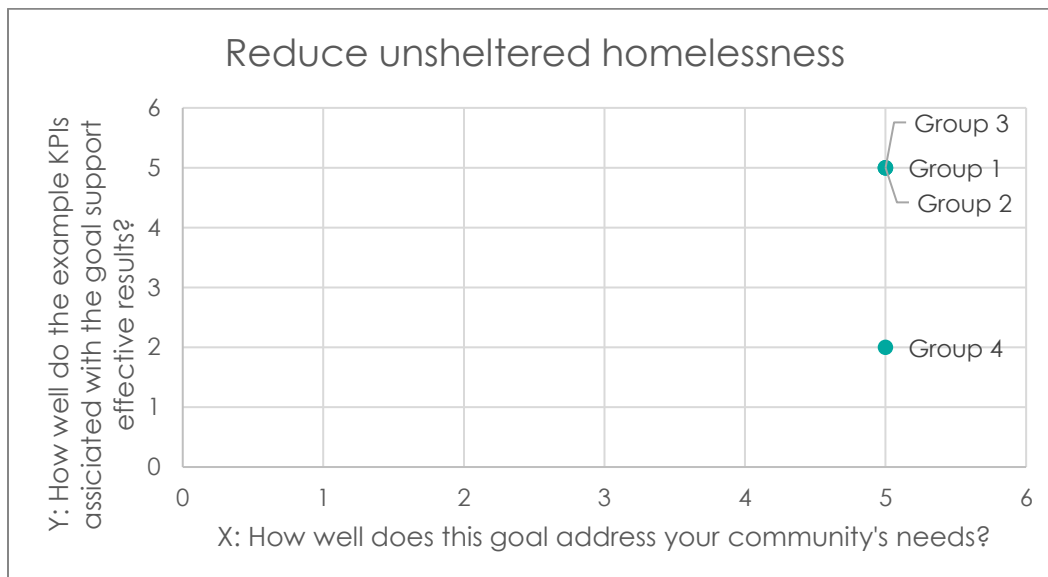
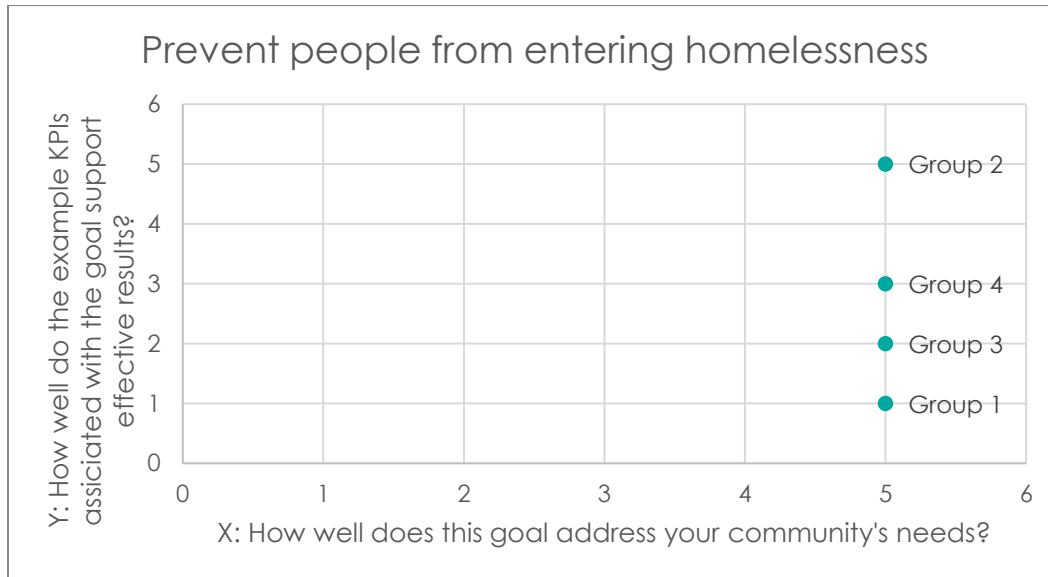
System Goals Edits

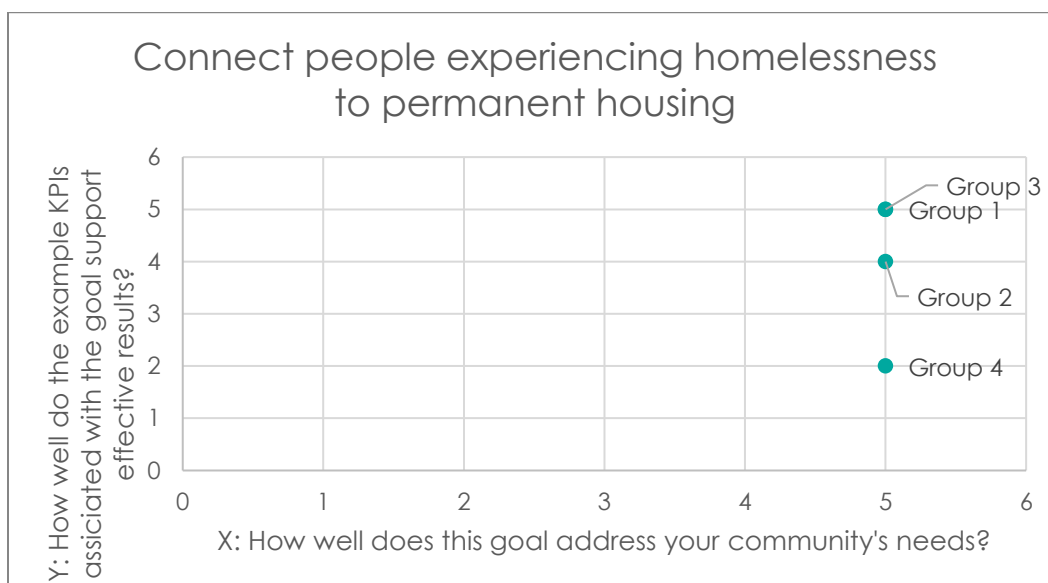
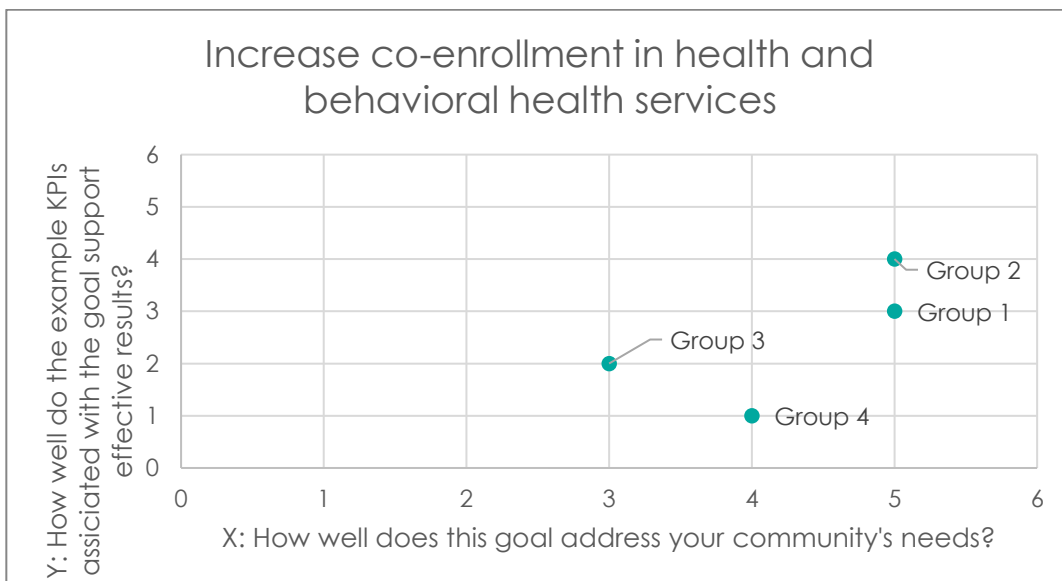
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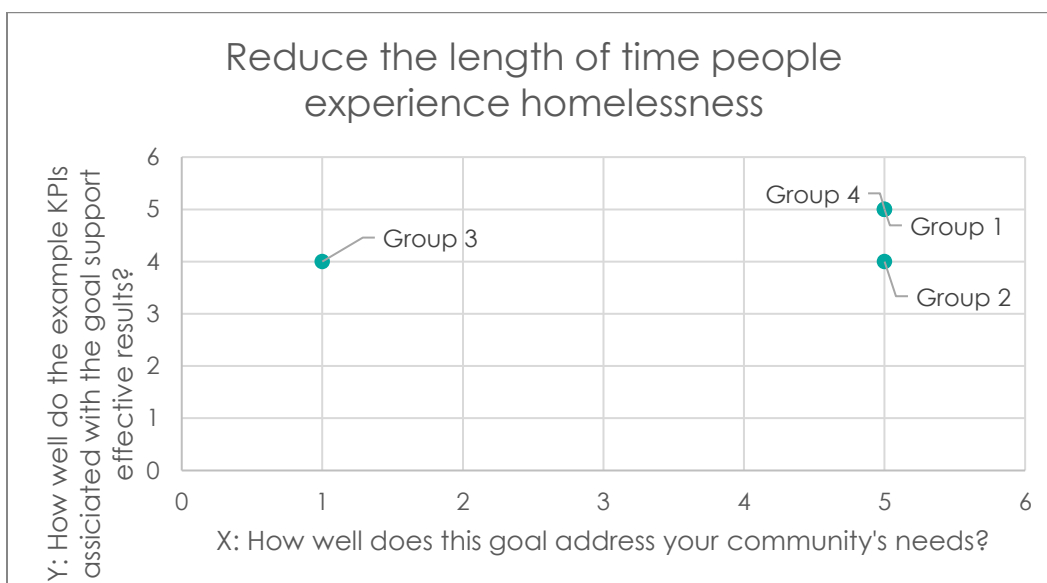
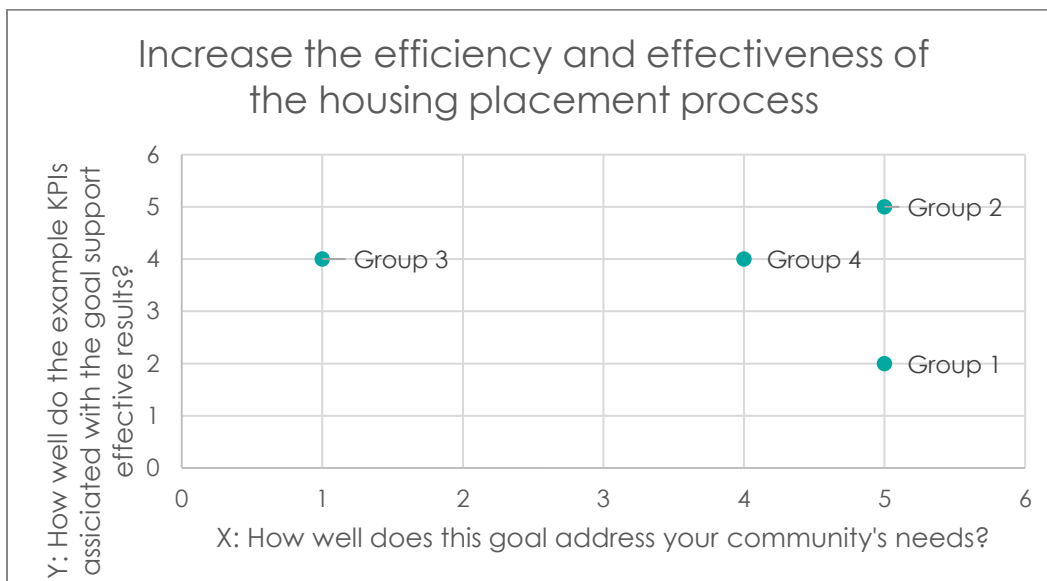
- There is a dependency between “Regional data reporting and monitoring” goal and “Regular assessment of needs and gaps” goal.
- One group added a new systems goals of “reducing homelessness” which was ranked a 5/5 on both axes.
- Wording changes:
 - Transparency and accountability through clear communications with the public and continuous improvement to ensure program goals are achieved + consequences (text added)
 - Regional consistency and alignment in policies, programs standards, contracting and performance measures across jurisdictions and programs + expectations (text added)
 - Regional data reporting and monitoring based on consistent methodologies and definitions that support regional evaluation and performance tracking + front line workers needs/operations (text added)

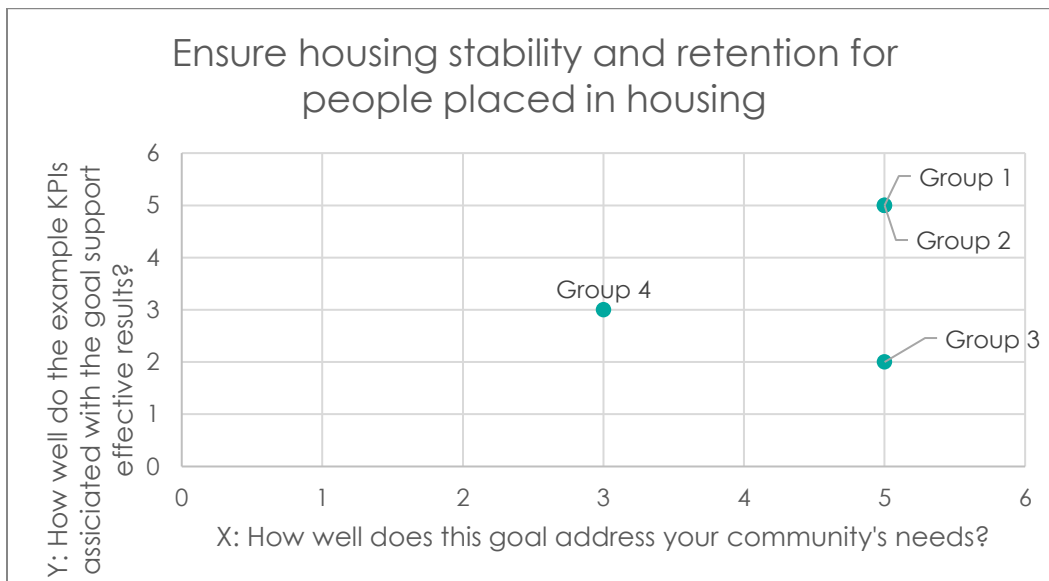
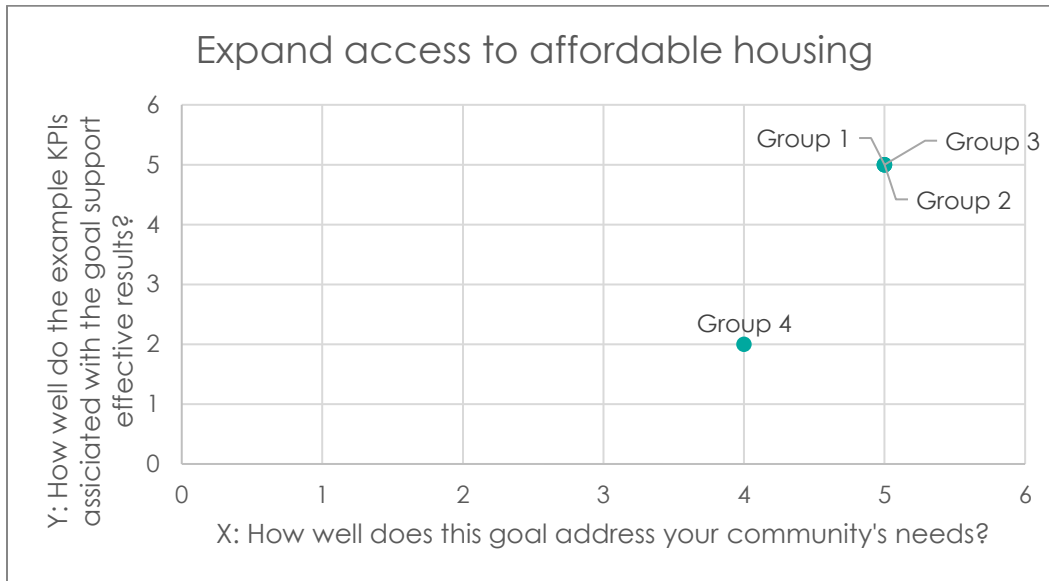
APPENDIX B: PROGRAM AND SYSTEM GOALS MAPPING RAW DATA

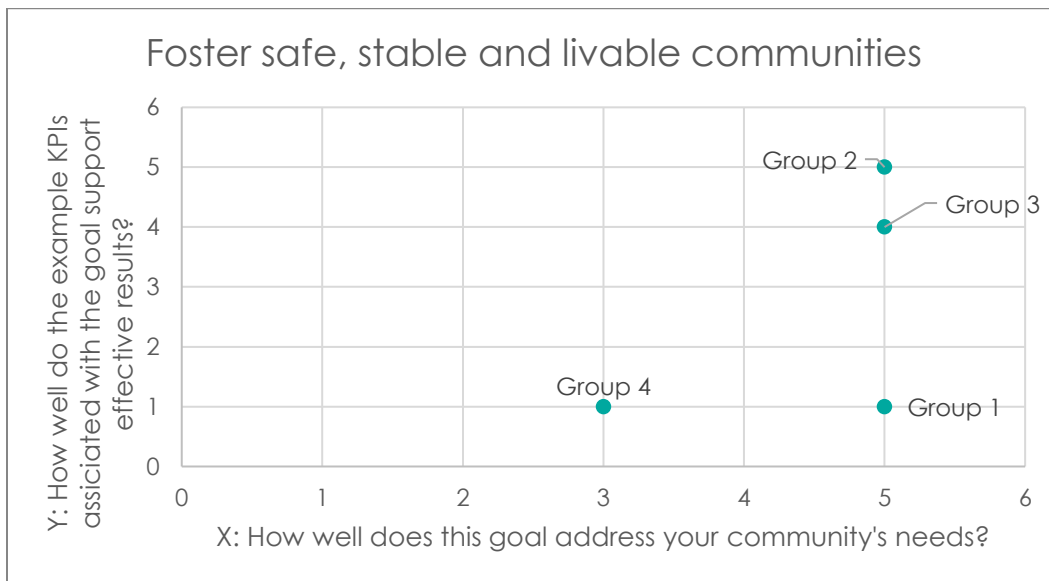
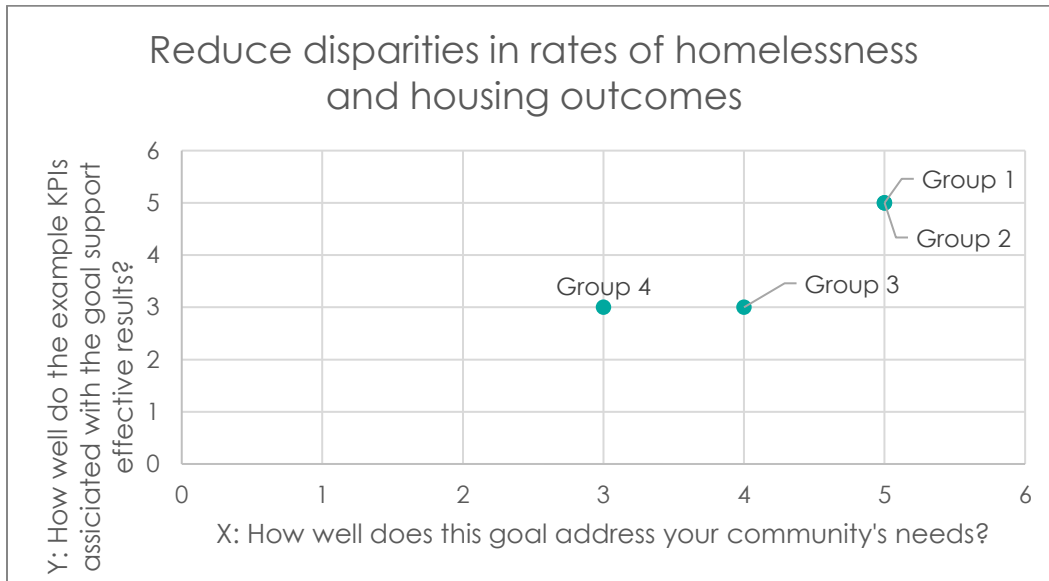
Program Goals Mapping



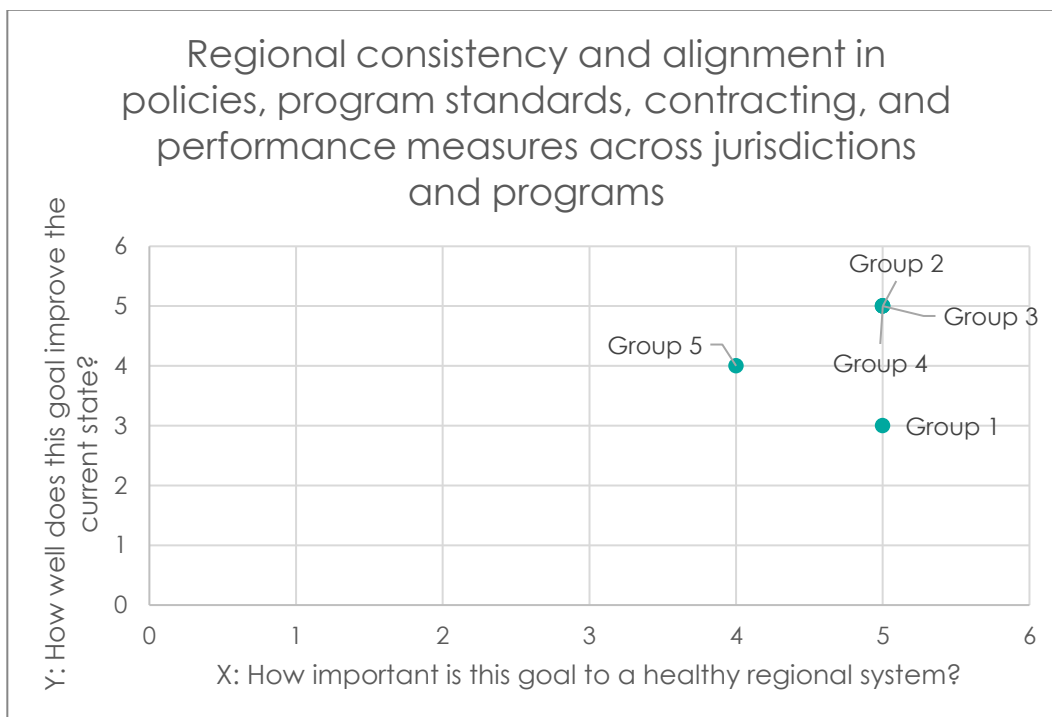
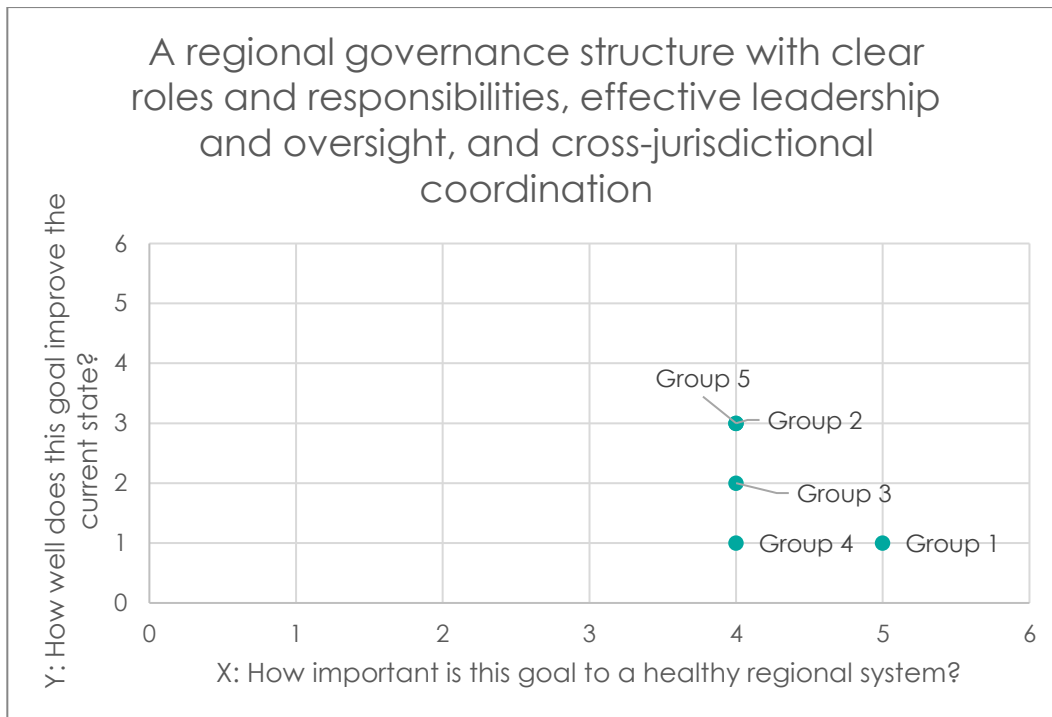








System Goals Mapping



Regional data reporting and monitoring based on consistent methodologies and definitions that support regional evaluation and performance tracking



Transparency and accountability through clear communication with the public and continuous improvement to ensure program goals are achieved



Regular assessment of needs and gaps,
barriers and process improvements across the
homeless services and housing systems and
other related sectors including healthcare,
criminal justice and workforce

