Agenda

Meeting:	Supportive Housing Services Oversight Committee Meeting
Date:	January 31, 2022
Time:	9:00 a.m. to 11:30 a.m.
Place:	Virtual meeting ([Zoom](#))
Purpose:	Group discussion of quarterly reports, financial update and clarity on meeting cadence and schedule for 2022.

9:00 a.m.	Welcome and introductions
9:15 a.m.	Conflict of Interest declaration
9:20 a.m.	Public comment
9:30 a.m.	Financial update
9:45 a.m.	Discussion: Meeting sequence and 2022 committee structure
10:05 a.m.	Quarter 1 Progress Report Discussion
11:25 a.m.	Questions & Next Steps
11:30 a.m.	Adjourn

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February 2017

Meeting minutes

Meeting: Metro Supportive Housing Services Oversight Committee 9

Date/time: Monday, September 27, 9 AM – 11:30 AM

Place: Virtual meeting (Zoom)

Purpose: Provide updates to committee, review connections between housing bond and SHS work.

Member attendees

Gabby Bates, Heather Brown, Co-chair Susan Emmons, Dan Fowler, Armando Jimenez, Ellen Johnson, Jenny Lee, Seth Lyon, Carter MacNichol, Felicita Monteblanco, Jeremiah Rigsby, Jahed Sukhun, Dr. Mandrill Taylor

Absent members

Roserria Roberts, Co-chair Kathy Wai, City of Portland Commissioner Dan Ryan

Elected delegates

Multnomah County Commissioner Susheela Jayapal, Washington County Chair Kathryn Harrington, Clackamas County Commissioner Sonya Fischer, Metro Councilor Christine Lewis

Metro

Nui Bezaire, Ash Elverfeld, Breanna Hudson, Patricia Rojas

Facilitators

Allison Brown, JLA Public Involvement

Welcome and introduction

- Co-chair Susan Emmons welcomed the group to the meeting. Co-Chair Kathy Wai had a last minute conflict and was unable to attend.
- Meeting 8 summary was approved.
    - Correction requested: Carter MacNichol found a typo in the minutes where "county" was used instead of "city." This edit will be made before entering into the public record archive.

Conflict of interest declaration

None state.

Public comment

Co-chair Emmons wanted to clarify that this portion of the agenda is a time where the public speaks and we listen, rather than the committee responding to public comment. If discussion needs to occur based on public comment, we can consider adding that to a future agenda.

Clackamas County updates

Patricia Rojas, Regional Housing Director, Metro, introduced this portion of the agenda.

Nui Bezaire, Metro Supportive Housing Services Manager, said that staff worked with Clackamas County staff to receive answers to questions that were asked by committee members.

Patricia said that Clackamas County has begun an RFQ process for service partners.

Carter MacNichol asked how they accomplish the work in the local implementation if they have half the funds available? How does the committee oversee them and what are the repercussions if a county doesn't complete what they've said they would?

- *Patricia said that the inter-governmental agreements are in negotiations and that's where some of the remedies to issues will be written out. As far as accomplishing the work with less funds, they're still within a window of making it possible since a decision hasn't been made by their board. As far as oversight, quarterly reports will be received by this committee, members will have an opportunity to review and ask questions of County staff and Metro staff.*

Gabby Bates asked about what the sticking points are in the IGAs and when they will be finalized?

- *Patricia said that negotiations are going very well and that they have come to a lot of agreements. There are some issues that are legal in matter, interpretation of words in the measure, for example. A revenue sharing agreement will be presented to Council and go forward with another 30-day period or more.*

Dan Fowler asked about the reporting the committee will receive and would like to see with the revenue stream, what's coming in and what's going out?

- *Patricia said, yes, at each meeting you'll be connecting with Rachael Lembo, Finance Manager, Metro. Quarterly reports will occur as well.*

Housing Bond and Supportive Housing Services Integration

Using a PowerPoint, Jenny Lee presented an overview of the Affordable Housing Bond Program, she used a PowerPoint to move through her presentation.

Nui also used a PowerPoint to present where opportunities for alignment have arisen between Supportive Housing Services and the Housing Bond programs.

Nui and Jenny then took questions from the rest of the group.

Gabby Bates asked whether the IGA was in place with all three counties or separate?

- *Patricia said that all three counties are on the revenue sharing agreement.*

Carter said that this is an example of where this measure is going to make a difference and is excited about it. Can we increase the 1,600 unit goal in 0-30% AMI units now that SHS funding is involved?

- *Patricia said that the oversight committee has asked us to do more with more and the Council has asked us to as well. We're looking at finding the right opportunities to do so and it's a high priority.*

Dan likes the way numbers were illustrated in Jenny's presentation and hopes to see that with SHS reporting. He asked that with the money that Metro uses to buy sites for housing do they transfer ownership to the counties? Secondly, the percentage of money distributed from the housing bond to the counties, does that match up with the percentage of SHS funding to be distributed to the counties?

- *Emily Lieb, Metro Affordable Housing Bond Program Manager joined the meeting to respond to his questions. Sites purchased through the Metro Site Acquisition Program are passed over to the owner/operator. For the next question, the percentage breakdown is consistent between bond and supportive housing funds.*

Seth Lyons supports the committees being connected and wonders if there's going to be a subcommittee or subgroup so that the committees can work together. He asked if there has been success to get Oregon Housing and Community Services (OHCS) to work with the bond?

- *Patricia responded that staff and co-chairs are looking at structural changes, for example, integrating committee conversations. OHCS is one component to creating alignment, we also want to align partners to collectively address the challenges. One step is to make sure that we are aligned at the oversight committee level.*

Ellen said that non-profit property managers do a better job than for-profit managers. Would like to see a preference for non-profit ownership and management where SHS funds are going to be integrated.

- *Emily replied that the housing bond is pretty balanced between non-profit, for-profit and housing authority management. There were no requirements in the bonds for for-profit versus non-profits. There are a lot of expectations around community engagement, outcomes around fair housing lease up, for-profit developers if anything are often partnering with non-profits around engagement at a minimum but not necessarily ownership.*

Group break occurred.

Jahed asked a question as a part of the conversation had before the break: are there vouchers available for immigrants and refugees to use for renting out commercial spaces in the mixed-use buildings?

- *Patricia responded that there are a lot of non-profits working with immigrant and refugee communities. More needs to be done in wealth building too.*
- *Commissioner Susheela Jayapal appreciated the question and said that we need to think more broadly than jobs training. She said generally we need to think about "what does it take to stabilize people?"*

Retreat discussion

Patricia used a PowerPoint to present. She reviewed the oversight process and charge and reminded folks that the reporting templates haven't been created and we need committee guidance to design them. Driven by calls she has had with many committee members she proposed a retreat for the group. Themes that she heard from her phone calls: using an equity lens, SHS and bond integration, exploring meeting structure, connect with the work, metrics and tools, connection with county partners, address barriers and opportunities to success, and onboarding process and materials.

She recommended the following topics for a retreat: group agreements; equity lens centering race and lived experience; oversight process on scope, reporting areas and tools; meeting structures (workgroups); and calendar for the year.

Members added comments in support of having a retreat.

Final questions and next steps

The committee had a short discussion about timing and date preferences for the rest of the year's business meetings and retreat dates.

Co-chair Emmons left the committee with parting words.

Adjourned at 11:23 am.

Minutes respectfully submitted by Ash Elverfeld, Housing Program Assistant

Meeting minutes

Meeting:	Metro Supportive Housing Services Oversight Committee 10
Date/time:	Monday, October 25, 9 AM – 11:30 AM
Place:	Virtual meeting (Zoom)
Purpose:	Provide updates to committee, receive overview of program, services and capacity landscape of the three counties prior to SHS investments

Member attendees

Gabby Bates, Co-chair Susan Emmons, Dan Fowler, Ellen Johnson, Jenny Lee, Seth Lyon, Carter MacNichol, Felicita Monteblanco, Jeremiah Rigsby, Jahed Sukhun, Dr. Mandrill Taylor

Absent members

Heather Brown, Armando Jimenez, Roserria Roberts, Co-chair Kathy Wai, City of Portland Commissioner Dan Ryan

Elected delegates

Multnomah County Commissioner Susheela Jayapal, Washington County Chair Kathryn Harrington, Clackamas County Commissioner Sonya Fischer, Metro Councilor Christine Lewis

Metro

Nui Bezaire, Ash Elverfeld, Breanna Hudson, Patricia Rojas

Facilitators

Allison Brown, JLA Public Involvement

Welcome and introduction

Co-chair Susan Emmons welcomed the group to the meeting and said she is hearing from organizations that are starting to receive Supportive Housing Services (SHS) funds. She expressed hope for the impact of these funds on the community.

Conflict of interest declaration

None stated.

Public comment

Co-chair Emmons said that this portion of the agenda is a time where the public speaks, and members listen. If there are things that members would like more information on that comes up in public comment, members should let the co-chairs know.

No public comment received.

Clackamas County updates

Patricia Rojas provided a brief update on Clackamas County. There will be a discussion this week amongst the Clackamas Board of Commissioners regarding whether they will amend their budget and if they would like to accept Metro funding of 2 million. Programming has gotten off the ground and people are receiving long-term rent assistance now.

Metro Finance Update

Meeting minutes

Rachael Lembo, Metro
Planning Finance Manager, provided an update of the program financials.

- Taxes received will continue to increase rapidly as employers offer the withholding option more and more.
- Estimated payments did not have penalties in 2021 based on Metro code.
- There is a revised collection cost due to a recent agreement to share operational costs with Multnomah County since Portland is also collecting Pre-School For All tax funds. This has saved 4 million dollars.

After reviewing the report with the committee, the floor was opened to questions for Rachael.

Gabby Bates asked about the meaning of Transfers E and debt service on the report?

- *It means money is being transferred from the SHS funds to other departments at Metro. For example, Transfers E last fiscal year reflected a debt service payment and cost allocation plan (to Metro finance, HR, IT, etc.)*

Carter MacNichol liked the reports and looks forward to more. He asked a few questions: What taxes are you expecting to receive in January and going forward? Where are we on the $180 million? How much do you expect to spend on interest for the bond borrowing?

- *Metro has a small general fund in comparison to other jurisdictions and needed to borrow from the Bonds because of that, she will include Bond interest payment breakdowns in future reports. For the tax collection question, there are unknowns due to a lack of data because there hasn't been a personal income tax since 2006. The City of Portland saw a similar pattern that Metro has when they had the Clean Energy surcharge. The first collections were small until the first return and then it increased significantly.*

Tri-County Landscape Prior to SHS Investments

<u>Multnomah County</u>

Susan introduced this portion of the agenda. She said the committee will receive progress reports for the December 13th meeting from the County partners. Today's presentation is to give the committee an idea of the landscape prior to SHS funding to understand the foundation as the program progresses from here.

Marc Jolin, Executive Director of Joint Office of Homeless Services (JOHS) joined the meeting and used a PowerPoint to present a systems update. The JOHS budget for fiscal year 2022 is $161M. Data is currently available on the JOHS website to see their system performance measures which can be disaggregated by demographics, outcomes are also viewable. There are plans to do a Point in Time Count (PIT) in January 2022 and the counties are coordinating that together.

He presented the racial disparity analysis that they also included in their local implementation plan. He said their biggest goal is to correct the racial disparities in homelessness. PIT only counts the U.S. Housing & Urban Development (HUD) defined homeless population, if they looked at a broader definition, they would have seen larger disparities. In his presentation, he shared more details about the inflow and outflow of folks who have been experiencing homelessness. He also highlighted that their data shows Population A has increased dramatically, and overall HUD homelessness has remained relatively unchanged.

Unless stated, the italicized notes in this section of the minutes will be Marc Jolin's responses to committee member questions.

Ellen Johnson, am I correct in assuming your data would be broken down by Population A and B priority groups?
- *Yes.*

Ellen also asked what is the definition of "prevented from homelessness"? Do you plan on tracking the drivers of homelessness? What are the barriers to retention of housing?
- *JOHS track retention post-exit from a program on their website. Retention rates are captured year over year and they follow-up with providers depending on increases or decreases and then make adjustments if needed. One thing they heard a lot from providers as an issue was the HUD 24-month rent assistance limit not being enough time for people especially in the current health crisis and job market. Some of them also just needed long-term rent assistance. With SHS funding, they can bridge that gap and go beyond that 24-month limit.*

Felicita Monteblanco asked in the chat, "how is Multnomah County increasing the capacity of nonprofits to engage in this work… and who gets to decide what the organizations need to grow and increase their ability to serve?"
- *5% adjustment was made to all contractors due to providers having challenges in being able to hire and retain employees, so there have been investments across the board to increase staffing. They put out an RFQ, a number applied who had not previously, and so they asked them what would be helpful to contract with JOHS. One of the challenges was the reimbursement system of small non-profits and how to help them if they do not have the cash flow of larger organizations.*

Seth Lyons asked whether there has been progress on a minimum wage for contractors?
- *Progress in the sense that the conversation continues. JOHS solicited for an organization to carry out a wage study. The scope will encompass the range of income that similar positions are paid in JOHS' system and what the pay is that people need to make in order to work this job.*

Jahed Sukhun said that in his opinion if there aren't job training options then they are not going to elevate people from poverty and are failing them and making people just depend on these services.
- *$2 million this fiscal year went into employment opportunities. As they go into next year they'll be building out further, but they do not want to replace the work systems that already exist.*

Dr. Mandrill Taylor asked how they are identifying which behavioral health service needs are enhanced? Is this mostly or purely based on functional impairment? Is there a particular metric for this or is it done by case-by-case basis?
- *They know the types of disabling conditions based on PIT, broadly speaking. They talk to the health department, behavioral health providers, and the community. One thing they hear is that there are not enough culturally–specific mental health services. JOHS is trying to be responsive to that, but does notwant to supplant Medicaid. They're looking for alignment.*

Co-chair Emmons has heard people say that Marc has the toughest job in the whole system and she thanked him for being at the meeting.

Group took a break

Nui Bezaire, Metro Supportive Housing Services Program Manager, presented on what the landscape of Washington and Clackamas counties looked like prior to the SHS program. She used a PowerPoint as well.

Meeting minutes

Washington County

Washington County has three lead administrative entities that oversee the administration of public funding programs for homeless services and other housing related programs. She then shared a slide illustrating the influx of resources to the county by showing a comparison of their overall funding with COVID relief dollars, $24,207,434, and without COVID funding which was $10,963,215.

She said that Washington County is building out capacity and the SHS funding will be put into each program within their system of coordinated care. An area that is a new investment is what Nui described as "the connective tissue between each of the types of programs" in the County.

Her presentation included several slides of HMIS data for Washington County, goals, and gaps.

Clackamas County

Clackamas County has multiple lead administrative entities that oversee the administration of public funding programs for homeless services and other housing related programs. Prior to SHS funding, the work of prepping for SHS was spread across various departments and did not have a centralized group.

Like the other counties, they also use HMIS. Their service provider network was relatively small before SHS funding. In response, they issued an RFP and began growing their provider network. They are expanding all programs with the increased funding.

Next steps and close

The December meeting will involve reviewing reports from the counties on their first quarter progress.

November 8th and 15th will be the Committee's retreat days.

Susan closed us out and thanked everyone for being here today and expressed enthusiasm for the retreat.

Adjourned at 11:30 am.

Minutes respectfully submitted by Ash Elverfeld, Housing Program Assistant

Meeting minutes

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

Meeting:	Supportive Housing Services Oversight Committee Retreat work session
Date/time:	Monday, December 13, 9 AM – 11:30 AM
Place:	Virtual meeting (Zoom)
Purpose:	Clarity in roles and functions of SHS program and of SHS oversight; set direction for committee meeting structure and calendar year 2022 meeting frequency and schedule

Member attendees

Gabby Bates, Co-chair Susan Emmons, Armando Jimenez, Dan Fowler, Ellen Johnson, Seth Lyon, Carter MacNichol, Felicita Monteblanco, Roserria Roberts, Jahed Sukhun, Dr. Mandrill Taylor, Co-chair Kathy Wai

Absent members

Heather Brown, Multnomah County Commissioner Susheela Jayapal, Jenny Lee, Jeremiah Rigsby, City of Portland Commissioner Dan Ryan

Elected delegates

Washington County Chair Kathryn Harrington, Clackamas County Commissioner Sonya Fischer, Metro Councilor Christine Lewis

Metro

Nui Bezaire, Ash Elverfeld, Patricia Rojas

Facilitators

Allison Brown, JLA Public Involvement; Shilo George, Łush Kumtux Tumtum Consulting

Welcome and introductions

Land and labor acknowledgements were made by Allison Brown and Shilo George.

Co-chairs Kathy Wai and Susan Emmons welcomed the group to the meeting.

Shilo and Allison introduced themselves to the Committee, then reviewed the group agreements.

Presentation: Oversight role at Metro

Patricia Rojas, Metro, provided a brief presentation on the Supportive Housing Services Oversight Committee oversight role within the whole Regional Supportive Housing Services program universe. She used a slide show to illustrate.

Discussion: Committee Oversight Role & Functions

Jahed Sukhun asked what the committee can do if a county isn't meeting their LIP goals?
- *Patricia responded that if there was an issue with, for example, a county isn't meeting their placement goals, Metro would problem solve with the counties to try and course correct and then Metro would come to this committee transparently to share that information. It also depends on the nature of what is happening. The committee can then make sure we're going in the right direction.*

Seth Lyons asked what are the ways from a staff perspective that committee members can add value to this committee?

- *Patricia said that it will become clearer with the first round of quarterly reports. The measure asks you to review the financial components of program implementation, specifically administrative. There are clear goals that the counties said they'd accomplish in year one and when the committee receives the reports and, for example, sees that a goal hasn't been met, the oversight committee could provide suggestions for meeting it.*

Dan Fowler asked what staff anticipate the makeup of the tri-county planning body (TCPB) to be?

- *Patricia replied that the structure and process of the TCPB is still being worked out in IGA negotiations. They'll be focused on systems alignment. There is a lot of alignment with jurisdictions on having a variety of skill sets in the group. The measure asks us to have a similar approach to that we had here, there will be community members in the group and likely elected officials, but not jurisdiction staff.*

Dan also asked how the TCPB will interact with the Supportive Housing Services Oversight Committee?

- *Patricia said that they will be talking with each other, and the TCPB will create a regionalized plan that will come to the oversight committee for review and approval.*

Co-chair Kathy Wai shared some reflections about how the committee could choose to operate going forward. Sometimes presentations can be pages and pages of information, does the committee want that or could story sharing be more valued in this space? She said they could re-imagine things that work for them and decide to make a shift in process together.

Roserria Roberts said that because this work is so large, how does the oversight committee know if their questions and comments are being considered? Where is the feedback coming from?

- *Patricia said it's an opportunity for staff to think about how best to respond. Email has been used already. For example, if there were more questions than could be answered in the meeting, staff has compiled those and then sent out an email of responses. Staff could also come back to a topic in a future meeting. Whatever is helpful and meaningful to members, staff want to come back to any unanswered questions and close loops.*

Roserria added that she had a budget question earlier in the process about Multnomah County and never received a reply. How will that be remedied going forward?

- *Patricia said there can be a number of ways to respond to unanswered questions. It's important to her that staff is responsive.*

Co-chair Susan Emmons said that other committees have workgroups and that could be an option for this committee. She also said that the oversight work is still to come in a lot of ways since the local implementation plans were reviewed earlier in 2021.

Dan and Dr. Taylor reflected on oversight, alignment, and public perception.

Ellen Johnson wants to have a conversation with the committee about the data they want to see presented by the counties as opposed to what the counties think the committee wants to see.

Five minute group break occurred.

Discussion: Committee Meeting Structure and 2022 Meeting Frequency

The group is interested in receiving executive summaries ahead of meetings to allow for more discussion time and for staff to provide and some level setting in meetings. Perhaps even sharing the document and walking through it together visually.

Co-chair Wai asked about an optional time for questions and drop-ins with staff ahead of meetings similarly to "office hours".

Councilor Christine Lewis asked if there could be groups of 3 or 4 people talking with each other and whether staff could support.

Roserria shared that she wants to see what's been reported and if she sees people that look like her receiving services or not; how the system is structured or not; where there's a deficit of coordinated care being administered; mental health and the interplay with housing and homelessness; and looking at the way the dollars are spent. She believes that that they're going in the right direction but that the committee is also working in a government structure while looking at the system the government has put in place.

Allison asked if a working group could be beneficial.

Roserria said that they talk about the number of people receiving housing, but the structures in place are for a dominant culture. More attention needs to be paid to what the structure looks like, how people are receiving information, how the dollars are being allocated and who they're being allocated to.

Patricia agrees and the work plan does too where the goals are explicit. For example, which organizations are getting money, is there an increase in the number of BIPOC being reached and more. This will be a part of the reporting process that the oversight committee receives.

Co-chair Wai agrees with Roserria and says that a focus on racial equity needs to be at the core of everything we do in this committee. How about a racial equity subgroup that informs the main group?

Co-chair Emmons is interested in listening to a presentation about community outreach. When Susan asks people living outside if they've seen an outreach worker, they're saying, "what's an outreach worker?" Also wants to see a presentation about long-term rent assistance as well. It would be helpful to bring agencies to committee meetings and have them tell us how they're using the funding.

Ellen thinks that the driving force in any working group will be racial equity. She encouraged the group to think about the data they want to discuss in them.

Questions and next steps

Allison recapped some of the highlights from the day. Specific requests for information, data, types of presentations, how folks want to receive information, drop-in spaces, incorporating storytelling and site visits, transparency and public perception, and how to engage together as a group (like workgroups). She reminded everyone that this is an iterative conversation.

Adjourned at 11:30 am.

Minutes respectfully submitted by Ash Elverfeld, Housing Program Assistant

The following is public comment from Kim Chaffee, received by Metro via email on 01/20/2022. Staff confirmed with Kim that this would be included in the meeting packet as written public comment for the 1/31/2022 Supportive Housing Services Oversight Committee.

Good Day,

My son is homeless and is disabled. He used to receive housing authority before he got kicked out because of COVID.

He wants to find a decent and safe house to live in and we are having a difficult time, acutally near impossible to find a place for him. Why do homeless folks have to live in dark and dangerous spaces and be repeatly subjects to crimes against their body and mind before anyone gets involved. This is criminal and the road for less is not right.

My sons mental and medical condition is getting worse on a daily bases. He has been homeless for 1 month in 1/2 and I fear he may never get a place and will end up like the young adults we see in downtown Portland.

He is drawing his strength from me right now, I 'm losing faith everyday. We need to fill up this space for him and others, with sunshine. Let's stop at this page of despair and look for more answers.

Starting with long term sentence for drug dealers and other crimes against homeless folks that will never give them a chance to rebound if these drug predators are allowed to destroy their lives on a daily bases.

 Liberal the state from these criminals and hydrated our significance of joy instead of daily horrors that we walk pass or jump over.

To be honest with you we need to move past these nightmare stories. It's never to late to rise up and be leaders against the homeless epidemic. Portland wants it's clarity of vision and spirit back. Let's be on a roll and be grateful for a new vision of this wonderful city that has been beaten to its core.The bones are still there and we are not down for the count.

This has been an incredible moment to express my sorrow and it's your time to grow Oregon.

Kim Chaffee

The following is public comment from Kim Chaffee, received by Metro via email on 01/24/2022. Staff confirmed with Kim that this would be included in the meeting packet as written public comment for the 1/31/2022 Supportive Housing Services Oversight Committee.

Good morning,

Yes, please submit that prior statement summary and this one too. The housing authority has emergency and special care housing. But has taken me a month to even find this information from other states websites.

It should be available on the pages of housing authority websites in Oregon. I actually had to find this information from other states HA websites, even though they all are run by the federal government. It was designed to be hidden by the public in Washington County, at least. Why is that?

 However, it is impossible to find and that is probably why there is thousand of folks that have these needs and are never told they can be assisted. These psychical harm on top of everything they do to their selves. It not right. This useful tool can help save thousand of lives.

People in wheelchars, folks with medical conditions, and mental health conditions deserve a decent home without discrimination.

These special care, medically vulerabily folks have lost everything in their lives, including there own lives. We can do better then this. I suggest you buy empty land, buy old buildings, hotels and provide drug testing everyday with individual counseling. When they choice to live in these homesteads. Look at other states that have won the war on homelessness in their states.

Offer street counseling, until these folks begin to trust the system and will come on their own to private settings with county mental health.

Offer, a monetary gain to them for debit cards for food or other resources will get them to open up about their psychological trauma and beginning the road to recovery.

Meet people where they are and help get them over this massive hill. Be the change agent.

Develop a homeless summit and ask them what they need and willing to work for.

Kim Chaffee

Memo

Date: January 31, 2022

To: Supportive Housing Services Oversight Committee

From: Rachael Lembo, Finance Manager

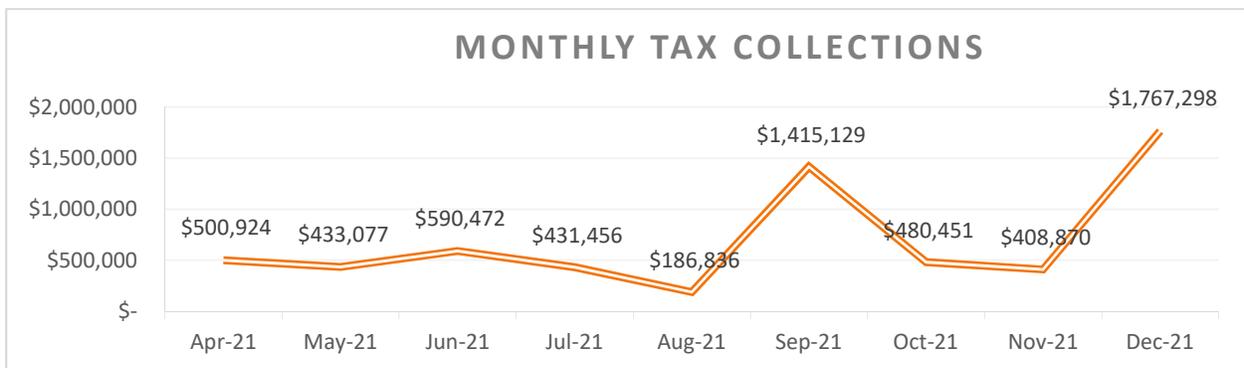Subject: FY22 Financial Update

This financial update is designed to provide the information necessary for the SHS Oversight Committee to monitor financial aspects of program administration.

Financial Reports

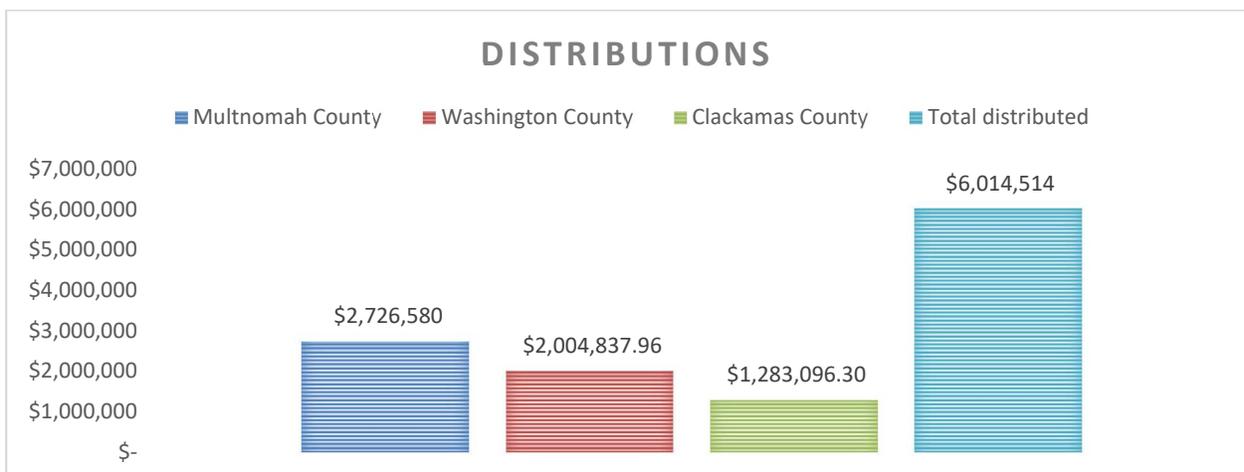The FY22 financial report through December 2021 is enclosed with this memo.

Tax Collections

The chart below shows tax collections by month since collections began in April 2021. Collections are expected to continue gradually increasing, as more payroll companies and employers complete the setup of payroll withholding. Considerable collections are expected in April 2022 when calendar year 2021 tax returns are due.

MONTHLY TAX COLLECTIONS

Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
$500,924	$433,077	$590,472	$431,456	$186,836	$1,415,129	$480,451	$408,870	$1,767,298

Tax Disbursements

The chart below shows tax disbursements to the county partners since collections began in April 2021. Metro is currently disbursing all collections to our partners for program implementation. As collections increase Metro will begin withholding funds for program administration.

DISTRIBUTIONS

Multnomah County	Washington County	Clackamas County	Total distributed
$2,726,580	$2,004,837.96	$1,283,096.30	$6,014,514

Bond issuance for program implementation

As mentioned at the October meeting, Metro issued $27.5 million in full faith and credit bonds to fund the implementation of the program and tax collection system. The tax collection system required significant upfront investment beginning last fiscal year, while the majority of tax revenues will not be collected until spring 2022. The table below shows the repayment schedule of principal and interest over three years.

	Principal	Interest	Total
FY21	3,685,000	60,745	3,745,745
FY22	11,865,000	169,087	12,034,087
FY23	11,950,000	84,845	12,034,845
Total	27,500,000	314,677	27,814,677

Tax collection implementation and costs

Metro's personal and business income tax returns can now be filed at Portland Revenue Online at pro.portland.gov. The implementation of this new tax collection system has gone smoothly – the major rollouts of registration/estimated payments and filing returns were implemented on time and within budget. The final rollout of audit/data warehouse is in progress and estimated to be complete this summer.

The table below provides details on the specific costs associated with tax collection since last fiscal year, including both one-time startup costs and ongoing operational costs. The FY22 forecasted costs include total contingency of $3.2 million.

	FY21 Actuals	FY22 July-Oct Actuals	FY22 Nov-June Forecast	FY21 & FY22 Total
Total Tax Collection Costs	5,808,798	4,366,410	16,854,817	27,030,025
One-time Startup Costs	5,549,158	3,192,406	10,588,606	19,330,170
Personnel	752,164	293,857	2,309,670	3,355,691
Software	4,609,498	2,883,714	5,162,404	12,655,616
Other	187,496	14,836	673,110	875,442
Contingency	-	-	2,443,421	2,443,421
Ongoing Operational Costs	259,640	1,174,004	6,266,211	7,699,855
Personnel	249,906	732,102	3,562,000	4,544,008
Software	-	382,012	764,893	1,146,905
Other	9,734	59,890	1,148,908	1,218,532
Contingency	-	-	790,410	790,410

Metro Supportive Housing Services Fund

Financial Report

FY21-22, July-Dec 2021		Annual Budget	July-Dec Actuals	Variance Under / (Over)	% of Budget	Comments
Revenues						
Business Income Tax		54,468,750	2,266,834	52,201,916	4%	July-Nov collections
Personal Income Tax		125,812,500	654,902	125,157,598	1%	July-Nov collections
Interest Earnings		-	56,999	(56,999)	n/a	
	Total Revenues	**180,281,250**	**2,978,735**	**177,302,515**	**2%**	
Expenditures						
Personnel Services		678,145	291,504	386,641	43%	4.25 FTE
Materials and Services		173,579,301	7,649,162	165,930,139	4%	see detail below
Transfers-E		13,969,051	1,021,609	12,947,442	7%	cost allocation plan, debt service
	Total Expenditures	**188,226,497**	**8,962,274**	**179,264,223**	**5%**	
Contingency		15,631,983	-	15,631,983		
	Change in Fund Balance	**(23,577,230)**	**(5,983,539)**	**(17,593,691)**		
	Beginning Fund Balance	23,577,230	18,030,707	5,546,523		
	Ending Fund Balance	**-**	**12,047,168**	**(12,047,168)**		
Materials and Services detail:						
Tax collection costs		21,221,228	4,366,410	16,854,818	21%	
Disbursed to county partners		151,314,473	3,265,517	148,048,956	2%	Aug-Dec disbursements
Other		1,043,600	17,235	1,026,365	2%	
	Materials and Services total	**173,579,301**	**7,649,162**	**165,930,139**	**4%**	

Memo

To: Supportive Housing Services Regional Oversight Committee

From: Metro Housing Team Staff

Re: Supportive Housing Services Quarter 1 Progress Report Framework

During the first quarter of the Supportive Housing Services (SHS) program implementation (July-Sept, 2021), county partners worked hard to begin a large-scale homelessness and housing system expansion according to their community-driven local implementation plans. In three short months, partners started brand new programs, developed new and improved processes, and were successful in connecting households to permanent housing.

The first few years of SHS program implementation will be years of building – each county is in a different starting place in terms of service delivery mechanisms, service types and data systems and capacity. Not all of the pieces are in place yet to report on and realize the total scale of anticipated outcomes this program can deliver once it's fully operational.

By now you have received each county's first-quarter progress report. These are currently interim and less formal reports of the SHS program (official quarterly reports are a matter of IGA negotiation and reporting templates will be formalized by spring of 2022). As reporting templates are in development, county partners worked together to coordinate the narrative topics of their progress reports and used the **regional SHS metrics[1]** to guide data reporting.

The purpose of this framework memo is to provide high-level guidance from Metro staff for reviewing these progress reports. To support your review, Metro staff have also created an executive summary, which provides highlights from the reports and regionalizes the information received.

 As you know, our committee's role with respect to SHS reporting is to **"*accept and review annual reports for consistency with approved local implementation plans.*"[2] In the spirit of transparency and in an effort to provide more frequent insight on implementation and progress, Metro staff have requested, and counties have agreed to provide, quarterly progress reports that will be shared with the oversight committee and Metro Council.** The most important aspect of reviewing quarterly and annual reports is to make sure county partners are making progress consistent with the LIPs and regional SHS metrics.

In our recent retreats, requests were made for more clarity regarding the scope of the oversight committee's work and facilitation that supports focus on the assigned scope We hope the guidance document below will be responsive to that request.

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[1] The regional SHS program metrics were developed by a stakeholder advisory committee and can be found in the SHS work plan at Section 5.2.
[2] The role of the SHS Regional Oversight Committee is outlined in Section 3.4 of the SHS work plan.

With respect to quarterly reports, it is not our role to "grade" them or to evaluate the effectiveness of the SHS program especially during this launching and building phase when the program is not yet fully operational and Metro SHS reporting tools have not yet been developed. As county partners start this work with different structures and resources in place, it is important to keep the regional picture in mind and not compare progress from one county to another.

What we can do as a committee is to ensure that county partners have started to launch programs, are tracking outcomes and progress toward goals and have plans in place for meeting their year 1 goals. These reports are an opportunity to celebrate early successes and identify possible implementation barriers. We can also work with county partners to jointly set reasonable expectations as implementation rolls out and we learn more.

At our January meeting, county partners will be present for a discussion and to answer questions on first quarter progress. As you review these reports**, please send your questions to Metro staff** (ash.elverfeld@oregonmetro.gov) **by Wednesday, January 26**, so staff and county partners have time to prepare for the January 31 meeting. There will be opportunities to ask additional questions at the meeting. We look forward to our discussion later this month.

Best,

Kathy and Susan, your SHS Oversight Committee co-chairs

Supportive Housing Services

FY 21-22 Quarter 1 Progress Reports

Review Guidance for the SHS Oversight Committee from Metro Staff

Introduction

In addition to annual reports, county partners agreed to produce progress reports on SHS program implementation, in response to the SHS Regional Oversight Committee request to be informed of progress more often than annually. At this time, quarterly reports are not required components of SHS reporting, but are likely to become required through IGA negotiations.

Templates for quarterly and annual reports are in development between Metro staff and county partners. Therefore, at least the first two SHS quarterly reports will be created without a template in place, and as such, are considered informal progress reports. The purpose of these progress reports is to demonstrate that implementation progress is being made according to the goals set out in the LIPs. These progress reports do not necessarily reflect the structure of Metro quarterly report templates moving forward. This may create some ambiguity during this period of template development and IGA negotiation, which Metro and the SHS oversight committee can navigate together with county partners.

This first progress report and reports for the next two quarters, cumulatively covering July 2021 through March 2022, will be opportunities for counties to communicate successes and challenges as they build service networks and launch programs. Progress reports are not meant to be a full-scale accounting of program operations and reporting on outcomes. The purpose of these reports is for implementation partners to demonstrate that progress is being made and that outcomes data is being collected and shared. These reports are an opportunity for the SHS oversight committee to understand how implementation is working and to hear from partners about their plans to ensure their year one goals are met. There will be opportunities in committee meetings to ask questions and gain clarity on the progress and outcomes achieved for each reporting period.

In these first few quarters, it will be especially important for county partners to demonstrate that they are putting structures and processes in place to significantly scale up the services needed to meet SHS goals in the short and long term. This first program year and the next few will be years of significant building and scaling up, which requires balancing getting new service programs on the street with the ability to manage and maintain them.

Part of ensuring accountability in this program is clearly setting and communicating expectations. These progress reports are a great opportunity to hear from counties on their progress and challenges, which will help to set expectations moving forward. These first few reports will be purposefully iterative in nature, while reporting templates are being developed.

This framework document aims to provide guidance to the SHS oversight committee when reviewing progress reports. It also includes, as exhibits, an index for each county on where in the reports to locate narrative and data related to first-year goals and regional metrics.

It will also be helpful to have the following information at hand while reviewing the reports:

- The SHS work plan
  - Guiding principles, Section 2
  - SHS regional outcome metrics, Section 5.2
- The approved local implementation plans, **particularly first-year goals**:
  - Clackamas County
  - Multnomah County
  - Washington County
- Executive summary (attached with this document)

Overall context

It is important to be transparent and highlight that some SHS program and reporting requirements are still subject to intergovernmental agreement (IGA) negotiations between county partners and Metro. Therefore, at this time, these matters are **not included** in reporting until the IGAs are signed. Those matters include but are not limited to:

- Outcomes and reporting
  - Required quarterly reports (these first reports are progress updates)
  - A full reporting on the established regional metrics. County partners are still building up programs and making progress especially towards capacity goals. Templates for reporting are in development and will indicate the frequency of reporting each metric (some metrics may be tracked annually, not every quarter)
- Financial
  - Indication of whether funds were displaced/supplanted and what constitutes the baseline of funding.
  - General accounting of how allocated funds have been spent
  - Financial reporting categories that align across counties
  - Information on approximate amount of funding/resources leveraged

Another important thing to consider is that county partners have been and are still responding to multiple emergencies. COVID remains a threat and isa huge strain on systems of care. County homeless systems have been emergency center operators and administrators of assistance and have stepped up to create and implement COVID shelter protocols and programs; found ways to get rent assistance out the door as quickly as possible; and quickly mobilized to respond to additional crisis situations such as severe winter weather all while managing the usual day-to-day operations of homelessness response and building SHS programming.

SHS oversight committee role in report review

The SHSOC has a specific role with respect to annual (and soon-to-be quarterly, once IGAs are signed) reporting. Per Metro work plan, that role is to "a**ccept and review annual reports for consistency with**

approved local implementation plans" and to **"monitor financial aspects of program administration, including review of program expenditures."[3]**

In a nutshell, the SHSOC will receive reports from county partners and review those reports to ensure that overall progress is being made toward goals, that jurisdictions demonstrate the ability to report on outcome metrics and that overall program implementation aligns with the LIP frameworks, annual goals and program requirements.

Progress reports during this first year will reflect that county partners are building programming and are not at full operation. Some of the expectations and requirements per the SHS measure and the work plan will be achievable when programs are in full operation, not when they're still building. For instance, expanding service provider capacity requires developing procurements, contracting and, in many cases, hiring new staff before services can be delivered. This takes time.

The following questions are key questions you can consider as you review the progress reports. Along with the questions is guidance in Exhibits A-C, an index for each county that shows where to find the information that may help answer those questions.

Key questions to guide review

Are counties making progress in developing the structures and systems needed to significantly increase services to meet the goals of their LIPs?

Building a service network from the ground up and significantly expanding a network of service programs requires each county to set up brand new systems, structures and processes so that more clients can be served, overall goals can be met, data can be tracked and reported, and efforts can be regionally coordinated where possible. This takes time, and it is crucial to make progress in these areas before rolling out a doubling or tripling of services.

In their LIPs, county partners have set several first-year process-oriented goals related to capacity building and developing the infrastructure needed to meet future year goals. All three counties have prioritized capacity building activities for the reasons mentioned above, but they have also balanced that building with launching new service programs in the first quarter.

In reviewing the reports, it will be important to celebrate successes in this area, determine if there appear to be any gaps in developing structures and systems, and whether there are indications that related first-year goals might not be met.

Does overall implementation align with the LIP? Does implementation align with SHS guiding principles?

A primary responsibility of the SHSOC is to ensure that program implementation aligns with the LIPs. Both the investments and implementation activities should align with each county's frameworks, especially the Planned Investments section of each LIP.

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[3] SHS work plan, Section 3.4

A related question here could be: Are any implementation activities happening that were not part of the LIP strategies at all? Examples could include launching a program that does not serve Population A or Population B, or launching services that are outside the scope of LIP investment categories.

Implementation should also align with the SHS guiding principles referenced above. For example, how are partners leading with racial equity? Is it clear that that is happening? If not, what information could better demonstrate that in the future?

Is progress being made against year 1 goals?

Progress reports should indicate whether progress is being made against the SHS Year 1 goals (qualitative and quantitative) set out in each LIP, and/or plans to meet goals in future quarters this year. Some of this information may be found in the outcomes reporting, while some might be in the report narratives. Please refer to the exhibits to determine where to find information related to Year 1 goals for each county.

When progress is unclear or it appears that progress was not made at all in a particular area, do partners include a strategy, timeline or plan for meeting that goal? Does it seem like the goal can reasonably be met by the end of the year? The topic of Year 1 goals is a great subject to develop specific questions you'd like county partners to respond to during our discussion on January 31.

Is some progress being made toward overall SHS program goals?

Making significant progress toward SHS full program goals is not as important in the first quarter of the first year, when programs are still being built and launched; however, it's helpful to track whether there is progress toward these goals over time.

Overall (10-year) regional program goals include:

- Prioritize funding for households experiencing chronic homelessness, especially communities of color;
- 5,000 households experiencing chronic homelessness connected to permanent supportive housing;
- 10,000 households at risk of or experiencing homelessness stabilized in permanent housing;
- Eliminate racial disparities in access to services and outcomes of supportive housing services programs;
- Create a regionally-aligned flexible rent assistance program; and
- Develop additional strategies to advance regional alignment and coordination via the Tri-County Planning Body.

*** Are county partners making progress on being able to report on the established outcomes metrics?***

In the first few quarters of Year 1, it's important for counties to demonstrate progress towards being able to consistently define, track, and report on the established regional metrics.[4] It's less important in these first few quarters that ALL metrics are reported and that progress is being made on all of them.

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[4] See Section 5.2 of Metro's [SHS work plan](#).

Program implementation does not happen at an equal pace every quarter. Not all programs have launched yet and counties have prioritized rolling out certain types of programs and activities over others, especially in the first quarter, for many reasons, including COVID response. Therefore, certain metrics may not have data if those types of programs have not launched yet. The data reported in the first quarter does not reflect the SHS program at full operation and, therefore, it would be difficult to draw any conclusions about program/service effectiveness from this data at this time.

It is important, though, to flag areas if and where it is unclear or there is no information included in the report (explanatory, data, context) on the metrics. Helpful questions to consider while reviewing include:

- Are partners demonstrating that they can track the established SHS outcomes metrics?
- Do there appear to be any barriers in being able to report on all metrics by the end of the program year?

In terms of the committee's fiscal oversight role, again, financial reports do not represent the SHS program at full operation. It is less important in these first few quarters to analyze where expenses occurred and where they did not, and evaluate progress based on that alone. Reviewing financial reports is, however, an opportunity to ask any clarifying questions. For example, how are counties defining administration and where is that included in the financial report?

It may be helpful to review financial reports with a focus on whether partners are demonstrating that funds are being spent and whether reports are showing the right categories and are providing enough information for the oversight committee to fulfill its role. Related questions to keep in mind:

- Are funds being spend on direct services? Is that clear?
- Do financial reports show overall administrative costs? What additional information, if any, might be needed here in the future?
- Are county partners being transparent in terms of what they're investing in and where they are spending funds?
- Are partners leveraging existing resources/capacity?
- Is there general compliance with the overall financial requirements of this program?

Overall conclusion: a few points

Progress reports show that each county is starting from a different place in its implementation. For example, Multnomah County has significant infrastructure that it can leverage for SHS implementation while the other counties are just starting to build it. All three counties are undergoing an unprecedented level of infrastructural and service delivery expansion. Even with infrastructure in place, though, all counties are facing challenges of a national staffing shortage and hiring staff as well as managing gaps in staffing due to COVID.

County partners have nevertheless made significant progress in the first three months of the SHS program. They have maintained a good balance of quickly contracting for additional services and building (in some cases building from the ground up) the infrastructure for a large-scale supportive services system of care. They have accomplished this while responding to a pandemic and severe weather, which is remarkable.

Next steps:

Oversight committee members will have the opportunity to discuss the first quarter progress reports with the county partners at the January meeting. The discussion will include panel style discussions with very brief context setting overviews from county partners. Sending questions ahead of the meeting will help Metro and the partners plan for a robust discussion. Please send your questions to Ash Elverfeld via email: ash.elverfeld@oregonmetro.gov.

The committee will soon receive quarter 2 progress reports. They are due to Metro staff in mid-February and will be sent to the committee shortly thereafter.

Clackamas County Quarter 1 Progress Report Index

		Outcome Metrics	Where to find it
Regional Outcome Metrics (SHS Work Plan)	**Housing stability**	Number of supportive housing units created and total capacity, compared to households in needs of supportive housing	Pg. 13 (Program Population)
		Number of households experiencing housing instability or homelessness compared to households placed into stable housing each year	Pg. 4 (The Hotel/Motel Emergency Shelter Program)
		Funds and services leveraged through coordination with capital investments and other service systems such as healthcare, employment and criminal justice	Pg. 10 (Financial Expenditures) and Pg. 11 (Figure 1- FY22 Q1 Funding)
	Equitable service delivery	Scale of investments through culturally specific service providers to measure increased capacity over time	Pg. 3-4 (Program Stabilization)
Year 1 Goals from LIP	**Procurement**	Conduct a procurement process with culturally specific and responsive services requirements. Prioritize funding organizations that align with workforce equity standards	Pg. 3-4 (Program Stabilization)

Intervention Specific		Supportive Case Management	Pg. 12 (Program Outcomes)
		Long Term Rent Assistance	Pg. 4-6 (Program Stabilization) and Pg. 12 (Program Outcomes)
		Short Term Rent Assistance	Pg. 12 (Program Outcomes)
		Housing Placement/Navigation	Pg. 4-6 (Program Stabilization) and Pg. 12 (Program Outcomes)
		Emergency and Transitional Shelter/Housing: expand mental health and addition recovery transitional housing	Pg. 12 (Program Outcomes)
		Supportive Housing: expand supportive housing capacity, especially for overrepresented populations	Pg. 3 (Program Initiation), Pg. 12 (Program Outcomes), Pg. 13 (Program Population)
Other data metrics reported		Emergency/Transitional Shelter Population A/B	Pg. 17 (Appendix: Quarterly Population Breakdown)
		Emergency/Transitional Shelter Population - Ethnicity	Pg. 17 (Appendix: Quarterly Population Breakdown)
		Emergency/Transitional Shelter Population - Race	Pg. 17 (Appendix: Quarterly Population Breakdown)
		Program Stabilization	Pg. 3-4 (Program Stabilization)

	Internal Capacity Building	Pg. 7 (Internal Capacity Building)
	Hotel/Motel Emergency Shelter	Pg. 13 (Program Population)

Multnomah County Quarter 1 Progress Report Index		
	Outcome Metrics	**Where to find it**
Regional Outcome Metrics (SHS Work Plan)	**Housing stability**	
	Number of supportive housing units created and total capacity, compared to households in needs of supportive housing	Pg. 19 (Permanent Supportive Housing)
	Number of households experiencing housing instability or homelessness compared to households placed into stable housing each year	Pg. 22 (Households Experiencing Housing Instability or Homelessness)
	Number of housing placements and homelessness preventions, by housing intervention type (e.g., supportive housing, rapid rehousing) and priority population type.	Pg. 20-21 (Homelessness Prevention, Street Outreach, Emergency Shelter)
	Length of homelessness' and 'returns to homelessness'	Pg. 23 (Average Years Homelessness)
	Funds and services leveraged through coordination with capital investments and other service systems such as healthcare, employment, and criminal justice	Pg. 5 (Portland and Metro Housing Bond Units), Pg. 6 (Site-Based Commitments,

			Rent Assistance for Justice-Involved Adults, Youth System Coordinated Access Placements, Seniors/Older Adult Permanent Supportive Housing)
	Equitable service delivery	Scale of investments through culturally specific service providers to measure increased capacity over time	Pg. 11 (Equity-Focused Capacity Building)
		Rates of pay for direct service roles and distribution of pay from lowest to highest paid staff by agency to measure equitable pay and livable wages	Pg. 11 (Wage study and Equity-focused Capacity Building)
	Engagement and decision-making	Percent of all advisory and oversight committee members who identify as Black, Indigenous and people of color or as having lived experience of housing instability or homelessness	Pg. 11 (Community Advisory Forum)

Year 1 Goals from LIP	**Capacity Building -Community Based Organizations**	Build capacity of organizations willing to expand to serve the County	Pg. 11 (Wage study)
	Internal Capacity Building	Data/Evaluation: technology expansions for Coordinated Access	Pg. 3 (Coordinated Housing Access Team Expansion) and Pg. 12 (SCoPE)
		Data/Evaluation: work with other counties to align race/ethnicity reporting categories and practices and establish data reporting standards	Pg. 11 (Data Disaggregated by Race)
		Data/Evaluation: Hire professional evaluator(s) to review and analyze program outcomes data throughout SHS program	Pg. 12 (Built for Zero initiative)
	Procurement	Conduct a procurement process with culturally specific and responsive services requirements. Prioritize funding organizations that align with workforce equity standards	Pg. 10 (Expanding Culturally Specific Provider Network)

	Intervention Specific	Supportive Case Management	Pg. 6-7 (Housing Placement & Retention)
		Long Term Rent Assistance	Pg. 4 (Assertive Community Treatment Team Regional Long-Term Rent Assistance) and Pg. 7 (Housing Placement & Retention)
		Short Term Rent Assistance	Pg. 8 (COVID-19 Placements out of Shelter)
		Housing Placement/Navigation	Pg. 6-7 (Housing Placement & Retention), Pg. 8 (Mobile Housing Team Client Assistance program)
		Emergency and Transitional Shelter/Housing: expand mental health and addition recovery transitional housing	Pg. 4 (Stabilization Treatment Preparation Culturally Specific Transitional Housing program, Pg. 9 (Safety Off the Streets program), Pg. 10 (Motel Shelter Operations, Motel Shelter Acquisition, Choice Behavioral Health Motel Shelter)
		Supportive Housing: expand supportive housing capacity, especially for overrepresented populations	Pg. 4 (Supportive Housing)

		Prevention	Pg. 6 (Housing Placement & Retention), Pg. 7 (Barrier Mitigation program)
		Outreach	Pg. 3 (Street Outreach Expansion), Pg. 8 (Outreach and Navigation Team Expansion)
Other metrics reported		Internal Capacity Building	Pg. 12 (JOHS capacity)
		COVID-19	Pg. 3 (COVID-19 Mobile Shower & Hygiene Response), Pg 8 (COVID-19 Emergency Rent Assistance & Services, COVID-19 placements out of Shelter), Pg. 9 (COVID-19 Income Support)

Washington County Quarter 1 Progress Report Index

		Outcome Metrics	Where to find it
Regional Outcome Metrics (SHS Work Plan)	**Housing stability**	Number of supportive housing units created and total capacity, compared to households in needs of supportive housing	Pg. 13 (System Baseline and Quarterly Outcomes Report) and Pg. 20 (Appendix: Quarterly Outcomes Data Report)
		Number of housing placements and homelessness preventions, by housing intervention type (e.g., supportive housing, rapid rehousing) and priority population type.	Pg. 21 (Number of Households/Individuals with housing placements and homelessness preventions)
		Length of homelessness' and 'returns to homelessness'	Pg. 14 (Length of Homelessness and Returns to Homelessness), Pg. 22 (Length of Homelessness (Years (, Household/Individual Returns to Homelessness Services), Pg. 23 (Length of time Homeless -in years)

		Funds and services leveraged through coordination with capital investments and other service systems such as healthcare, employment, and criminal justice	Pg. 5 (Three bridge shelters are in operation for a total of 101 new shelter beds, achieving Year 1 program goal for expanded shelter capacity. The buildings have been purchased with project Turnkey funds through the State of Oregon or the Metro Regional Housing Bond)
	Equitable service delivery	Scale of investments through culturally specific service providers to measure increased capacity over time	Pg. 3 (Introduction) and Pg. 8 (Culturally Specific Capacity Building)
	Engagement and decision-making	Percent of all advisory and oversight committee members who identify as Black, Indigenous and people of color or as having lived experience of housing instability or homelessness	Pg. 16 (Homeless Plan Advisory Committee)
Year 1 Goals from LIP	**Capacity Building - Community Based Organizations**	Build capacity of organizations willing to expand to serve the County	Pg. 3 (Introduction) and Pg. 9 (SHS Training Programs for Service Providers)
	Internal Capacity Building	Data/Evaluation: technology expansions for Coordinated Access	Pg. 3 (Introduction) and Pg. 10 (Community Connect Modernization)

	Procurement	Conduct a procurement process with culturally specific and responsive services requirements. Prioritize funding organizations that align with workforce equity standards	Pg. 3 (Introduction) and Pg. 10 (Transparent and Accessible Procurement)
	Intervention Specific	Supportive Case Management	Pg. 7 (Housing Case Management Services)
		Long Term Rent Assistance	Pg. 7 (Regional Long-Term Rent Assistance)
		Short Term Rent Assistance	Pg. 3 (Introduction)
		Housing Placement/Navigation	Pg. 3 (Introduction)
		Emergency and Transitional Shelter/Housing: expand mental health and addition recovery transitional housing	Pg. 3 (Introduction) and Pg. 12 (Hillsboro Bridge Shelter)
		Supportive Housing: expand supportive housing capacity, especially for overrepresented populations	Pg. 13 (Housing Placements) and Pg. 16 (Permanent Supportive Housing)
		Prevention	Pg. 20 (Appendix: Quarterly Outcomes Data Report) and Pg. 21 (Number of Households/Individuals with housing placements and homelessness preventions)
		Outreach	Pg. 20 (Programmatic Inflow and Outflow)

Other data metrics reported	Emergency One-Month Rent Assistance for Culturally Specific Organizations	Pg. 4
	Program Inflow/Outflow	Pg. 13
	COVID-19	Pg. 14
	Programmatic Inflow and Outflow (baseline data, pre-SHS)	Pg. 20
	Populations Served	Pg. 23 (unclear whether data is based on Q1 results), individuals newly place in any programs broken down by race
	Number Returning to Homeless Services	Pg. 24 (data is not based on Q1 results- returns to homelessness services by race)
	Breakdowns by ethnicity: inflow and outflow	Pg. 24 (unclear If data is based on Q1 results- programmatic inflow and outflow by ethnicity)
	Breakdowns by ethnicity: populations served	Pg. 24 (unclear whether data is based on Q1 results), individuals newly placed in any programs broken down by ethnicity
	Total individuals served in all programs by ethnicity	Pg. 25 (unclear If data is based on Q1 results)
	Length of time homeless by ethnicity (in years)	Pg. 25 (unclear If data is based on Q1 results)
	Returns to Homelessness Services by Ethnicity	Pg. 25 (unclear If data is based on Q1 results)

Quarter 1 Progress Reports

Executive Summary
Metro Supportive Housing Services
Program

January 2022

MESSAGE FROM THE CO-CHAIRS OF THE SUPPORTIVE HOUSING SERVICES REGIONAL OVERSIGHT COMMITTEE

During the first quarter of the Supportive Housing Services (SHS) program implementation (July-Sept, 2021), county partners acted urgently and began a large-scale homelessness and housing system expansion according to their community-driven local implementation plans. In three short months, partners started brand new programs, developed new and improved processes, and were successful in connecting households to permanent housing. County partners appear to be on track to strengthen and regionalize local responses to homelessness.

The first few years of SHS program implementation will be years of building –each county is in a different starting place in terms of service delivery mechanisms, service types, data systems and capacity. It will take time to bring systems of care to full operation and as this is happening, the SHS Oversight Committee will support counties as they ramp up and will ensure that yearly goals and investments align with the strategies that were outline in the local plans – strategies that the community knows are effective and that they helped to develop.

In these first quarters of implementation, it will be important for county partners to demonstrate that they are putting structures and processes in place to significantly scale up the services needed to meet SHS goals in the short and long term. This first three years of this program will involve significant building and expanding, which requires balancing getting new service programs on the street with the ability to manage and maintain them. Counties will adjust and expand infrastructure and services over the first three years, especially as tax revenue will increase each year for the first three years.

The purpose of this executive summary document is to synthesize quarter 1 progress reports that county partners agreed to provide to the SHS Regional Oversight Committee. These progress reports are currently interim and less formal reports of the SHS program (official quarterly reports are a matter of IGA negotiation and reporting templates will be formalized by spring of 2022).

The progress reports demonstrate that significant progress has been made even while counties have had to respond to unforeseen crises: COVID surges and severe weather, and have had to manage for hiring challenges and staffing gaps due to the pandemic.

Washington County completely restructured its coordinated triage and referral system into services and housing – Community Connect - while expanding its services provider network immediately to ensure that there is enough case management to make that new system work. Multnomah County launched an impressive amount of new services programs, several of which are closely coordinated with behavioral health services and many of which provide culturally specific services. Clackamas County worked quickly to ensure that time-limited funding would not end much-needed programs, and also expanded its services provider network significantly.

Counties have made significant progress in this first quarter and there is still a great deal of work to do to fully implement the strategies in the local implementation plans and begin to see program outcomes. We look forward to receiving progress reports for quarter 2, as we are already hearing about great things underway.

Best,

Kathy Wai and Susan Emmons,

Co-chairs of the Supportive Housing Services Regional Oversight Committee

INTRODUCTION

On May 19, 2020, greater Portland voters determined homelessness to be a regional concern and approved Measure 26-210, establishing Metro's regional supportive housing services (SHS) program to address homelessness and help people find and keep safe, stable, affordable housing across the region. For in-depth background and context, please visit https://www.oregonmetro.gov/public-projects/supportive-housing-services

This program brings a groundbreaking level of funding and regional coordination between Metro, Clackamas, Multnomah and Washington counties (the Counties) to scale and collectively address this region-wide challenge. In accordance with the supportive housing measure, each of the Metro area's three counties developed a local implementation plan (LIP)[1] through inclusive engagement with community and local practitioners, including Black, Indigenous, and People of Color (BIPOC) communities and hundreds of individuals with lived experience of homelessness.

Plans incorporated analyses of local conditions, needs, racial inequities, and included a framework for planned investments and strategies. As required for the counties to receive funding from the regional measure, these plans have been approved by the Metro Council per the recommendation of local advisory bodies, boards of commissioners and the Regional Oversight Committee (ROC).

Program implementation officially began in July 2021. Implementation is guided by the LIPs and progress is demonstrated through reporting that includes an established set of regional outcomes.[2] Each county has also proposed programmatic goals for the first year. The measure requires each county to submit an annual report to the ROC, who then presents annual progress to county boards of commissioners and Metro Council. Additional reporting requirements, including quarterly and financial reports, are matters of intergovernmental agreement negotiations between the county partners and Metro, which will be executed by February 2022.

While aspects of future reporting are under development, county partners have voluntarily agreed to produce quarterly progress reports on SHS program implementation, to allow for regular and transparent insight into the program's progress. Progress reports will be shared with the SHS oversight committee, Metro Council, and the broader public. Metro SHS reporting templates will be finalized by spring of 2022.

The purpose of the quarterly report is for implementation partners to show that progress is being made with respect to setting up structures and processes to meet LIP goals, highlight new programs, communicate status of year-one goals, and demonstrate that regional outcomes data is being tracked and shared. Quarterly reports are not intended to rate or grade performance. While progress reports share similar information, each progress report is unique in format and content, and they are not meant to be compared to one another.

As a regional government, Metro is responsible for funding, regionalizing, convening and coordinating this new program, ensuring transparent accountability and oversight. Communicating the regional story of program implementation progress through reports and other tools will help fulfill those obligations.

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[1] You can read each of the plans by clicking on these links: Clackamas County, Multnomah County, and Washington County.

[2] The SHS regional outcomes metrics were incorporated into the SHS Work Plan (Section 5.2), one of the regional legal governing documents approved by Metro Council.

This document is a regional summary of the first-quarter progress reports that were submitted to Metro staff by county partners. Any analysis or characterization of progress and challenges included represents the views of the Metro housing team staff.

REGIONAL HIGHLIGHTS

Capacity building

SHS funding, which is estimated to generate $2 billion over ten years, is the largest per capita investment in the nation dedicated to ending homelessness. While the scale of the program provides tremendous opportunities for the region, it also presents a need for growth as the counties and community partners absorb this level of investment and scale up the necessary response.

Internal capacity building

The Counties have disparate infrastructure and service delivery models, making capacity building a unique process across the region. However, there are areas of alignment. Clackamas, Multnomah, and Washington Counties have increased their internal capacity through staffing and system improvements. While this work will be ongoing, especially through the first few years of the SHS program, they have already made significant progress in the first three months of this program. For example, the number of staff dedicated to SHS at Clackamas County increased from 3 to 5, and they have a team of 3 focused on regional long-term rent assistance, or RLRA, operations.

The counties have also expanded their capacity for planning, evaluation and data. This includes hiring evaluation teams, improving their coordinated entry systems,[3] and coordinating for regionally consistent definitions, demographic values and data research.

Capacity building is critical for the overall success of the homeless systems. Significantly expanding a network of services and programs requires each county to set up brand new systems, structures and processes. These ensure that quality can be maintained and improved as services expand, more clients can be served, overall goals can be met, data can be tracked and reported, and efforts can be regionally coordinated where possible.

Community capacity building

The counties' internal expansion also means opportunities for capacity building in the community. All the counties have released Requests for Proposals (RFPs) or other opportunities for increased funding for services such as housing navigation and case management by community-based organizations. These opportunities have emphasized an expansion of culturally specific service or provider expansions (see more under *Equity investments*). Clackamas County has added 5 new providers, 3 of which are culturally specific; Multnomah County expanded its preexisting network of nonprofit partnerships; and Washington County qualified 38 providers.

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[3] As defined by the United States Department of Housing and Urban Development (source), coordinated entry is a process developed to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs.

Like many industries, there are challenges with hiring at this time, given COVID-19 and the influx of jobs available in the sector. It is expected that this will continue to be a challenge for both counties and service providers for the foreseeable future.

Equity investments

Equity investments are central to the success of the SHS program. While people of color make up 29% of all people in greater Portland, a January 2019 count in Multnomah County found that 38% of people experiencing homelessness were people of color, including 11.6% people of Indigenous ancestry[4] (who are only 1% of greater Portland's population). While most people struggling with houselessness in our communities are white, these numbers show that people of color are unhoused at higher rates across greater Portland.

At the same time, inequitable outcomes analysis across the three counties, which were completed as part of their local implementation plan development, showed racial inequities in housing stability and access in the region. These analyses represent an increased commitment to invest in data infrastructure that will allow the Counties to better understand the needs and gaps in services for BIPOC communities and to prioritize funding for those who are not being served or who are underserved by their continuum of services.

To immediately address disparate access and needs, the counties have begun working to expand culturally specific services through the expansion of their service provider networks and capacity building support particular to culturally specific organizations. Further, to support and help grow the capacity of these organizations, the Counties have convened a workgroup to coordinate outreach and technical assistance, and to ultimately develop a coordinated culturally specific capacity building program for culturally specific organizations across the three counties.

In Q1, counties have worked to redesign or improve community advisory bodies that will bring in more inclusive and transparent community advisory work to support the SHS program in Q2 and Q3. This includes Multnomah County's Community Advisory Forum and Washington County's Homeless Plan Advisory Committee. These advisory bodies will serve to better elevate the voices and expertise of people who have been homelessness, people of color, and other marginalized communities to improve the implementation of outcomes of programs under SHS.

Direct services programs

In Q1 the counties launched or expanded at least 16 direct service programs. These programs predominantly served Population A[5] with services ranging from outreach to permanent supportive housing. The table below summarizes the programs, including program name, county, population served, and key program characteristics.

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[4] From 2019 Point-in-Time Count of Homelessness in Portland/Gresham/Multnomah County, Oregon.

[5] "Population A" is defined as individuals who are extremely low-income; AND have one or more disabling conditions; AND are experiencing or at imminent risk of experiencing long-term or frequent episodes of literal homelessness.

Table 1. New and Expanded Programs Jul-Sept 2021

PROGRAM	County	Priority population	Brings services to people living outside	Mental health/ addiction services	Culturally specific service / program	Helps people search and locate housing	Provides housing + services	Expands or improves shelter
Outreach, Navigation & Safety on the Streets								
PATH Team Navigation	M	A	x	x				
CHAT Team Expansion	M	A	x		x	x		x
Family Outreach & Barrier Mitigation	M	B	x		x	x		
Rent Assistance & Housing Services								
RLRA (ACT Team)	M	A	x	x		x	x	
RLRA (PSH site based)	M	A		x	x		x	
RLRA (older adult PSH)	M	A				x	x	
RLRA	W	A B					x	
Palm 2 PSH	M	A		x		x	x	
Housing Case Management	W	A B	x	x	x	x	x	
Short-term Rent Assistance - COVID	M	B			x	x	x	
Emergency Rent Assistance	W	B			x		x	
Short-term Rent Assistance – COVID shelter	M	A			x	x	x	
Shelter & Safety Off the Streets								
Bridge Shelters	W	A B		x	x	x		x
Transitional Housing-Serenity/ Haven (stabilization)	C	A (96.4%) B (3.6%)		x				x
COVID Motel Shelter (stabilization)	M	A B						x
Behavioral Health Shelter	M	A		x		x		x

Expanding Permanent Supportive Housing (PSH)

In addition to each county's unique programs, they are working to set up larger scale programs focused on the creation of permanent supportive housing,[6] through more access to existing housing and pairing rent assistance and services with new housing that is under development. Within the 10-year SHS timeframe, the counties will add capacity to provide permanent supportive housing for at least 5,000

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[6] Permanent supportive housing, or PSH, is defined as a permanent housing unit paired with long term rent assistance and ongoing services. This strategy is particularly effective for individuals with high barriers to housing stability such as experiencing multiple years of homelessness, has at least one disability, and has an extremely low income.

households in the region. Counties have already allocated resources to meet 30% of this goal within the first year.[7]

Programs to advance this goal include the regional long-term rental assistance program, or RLRA, and an associated risk mitigation fund (more information can be found under Tri-county coordination) and increasing the production of permanent supportive housing through leveraging affordable housing financing, including the Metro Housing Bond, across the region.

Challenges to program implementation

While the counties made significant progress increasing their programmatic capacity, they continue to be constrained by challenges related to the Covid-19 pandemic, such as managing an influx of emergency funding and transforming operations to meet CDC guidelines, as well as managing the impacts of extreme weather events in summer and winter of 2021, all of which have affected their Q1 opportunities and priorities. Additionally, programs with time-limited funding have taken priority with SHS funding to ensure that households do not have a lapse in their services and support.

Like other communities across the nation, county partners are experiencing significant challenges hiring staff at all levels, especially direct services staff. Open positions were slower to fill in this first quarter if they were able to be filled at all, and partners have had to contend with failed recruitments for positions that in the past were much easier to fill. Maintaining staffing levels has also been a challenge, mostly due to impacts from the pandemic.

In Q2 reports, we expect the counties will show continued expansion of their programmatic offerings. There will be an emphasis on winter shelter to ensure that the necessary infrastructure is in place as temperatures drop.

TRI-COUNTY/REGIONAL COORDINATION

As one of the guiding principles for the Supportive Housing Services program, the counties have been working toward improved tri-county / regional coordination. While local programs are necessary, as they are more adaptable and responsive to community needs, creating regionally consistent programs will enable the counties to leverage larger outcomes and improve quality of care and housing solutions. This work will be guided by the Tri-County Planning Body, which is currently recruiting members. However, the counties have begun this coordination in earnest; their work in the first quarter alone includes:

- **Regional Long-term Rent Assistance**: The RLRA program has been established with regionally consistent policies that allow for local application of the program.

- **Culturally specific capacity building**: A workgroup of Tri-County staff is convening to coordinate outreach, technical assistance, and ultimately propose a coordinated culturally specific capacity building program for organizations in any of the three counties.

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[7] County partners expect to serve 1,500 households in permanent supportive housing in the first program year.

- **Data alignment**: A Tri-County workgroup was also convened to support the development of regionally consistent definitions, demographic values and data research including the Point-In-Time Count.

This work will advance in Q2 and Q3, with a Tri-County coordinated Request for Program Qualifications (RFPQ) process[8] planned for and released in the second quarter, and a risk mitigation fund to support landlords participating with RLRA and other SHS programs.

FINANCIAL SUMMARY

Financial reporting is required as part of the three counties' overall reporting requirements under the SHS program. Metro also provides monthly financial updates to the SHS oversight committee.

Table 2. Revenue from Metro Jul-Sept 2021

REVENUES FROM METRO	Expected Total Disbursements (Annual)	Total – Q1 Actuals
SHS Measure disbursements to county partners	$151,314,473	**$3,357,894**

County partners received a toal of $3,357,894 in Q1 yet spent $7,139,454 during this quarter, the majority of which has gone to programs and services. These disbursements are lower than will be expected moving forward; because this is a new tax, funding in the first year will gradually pick up through January 2022, as more payroll companies and employers complete the setup of payroll withholding and begin offering it. Considerable collections are expected in April 2022 when calendar year 2021 tax returns are due.

Table 3. County expenditures Jul-Sept 2021

EXPENDITURES (ACTUAL)	Total – Q1
Admin	$954,326
County program operations	$680,641
Services	$5,504,487
TOTAL	**$7,139,454**

Metro's SHS revenue estimate in the FY22 approved budget is $180 million. This estimate has changed from the original estimate of $250 million based on changes made by the Metro Council to address potential double taxation and other issues. Those changes are anticipated to reduce revenues by 10-16% or $25-$40 million per year. In addition, the pandemic has impacted income of some businesses and individuals subject to these taxes, and Metro has lowered the tax revenue estimated as a result.

While tax collection has begun, most funds will come in the spring when taxes are paid in April. Counties are not waiting for funds to come in to start the work. To account for the funding gradually picking up in the first year and still allow a full year of program launch, Multnomah and Washington counties loaned themselves the funding necessary which will be reimbursed with disbursements that come in by Spring 2022. Clackamas County received a $5 million advance from Metro, of which $3 million was received in the first quarter. These funds will also be reimbursed through disbursements through Spring 2022.

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[8] The coordination of procurement will create a centralized process and regional standards in procurement to reduce barriers to entry for smaller organizations and help organizations easily expand their work across County boundaries.

The expected total tax collection that will be disbursed to the counties this fiscal year is $151,314,473, which will be split proportionally among the counties-- 21.3% to Clackamas County, 45.3% to Multnomah County, and 33.3% to Washington County. As this projection is higher than anticipated when counties had initially developed their year 1 budgets, budgets will be updated through the counties' normal processes in early 2022.

Despite the expected, smaller ramp up in Q1, we are already seeing that the counties are leveraging other funding sources to increase their system capacity and impact. This includes, but is not limited to:

- Federal funding
    - Clackamas County: Allocating $2.324M of American Rescue Plan Act (ARPA) funds for the hotel/motel emergency shelter program, allowing $2.234M of previously allocated SHS funding to be reallocated for other services
    - Multnomah County: Leveraging ARPA funds emergency and short-term rent assistance
- State funding
    - Multnomah County: Purchasing one hotel using Project Turnkey and SHS funds
    - Washington County: Purchasing 3 buildings using Project Turnkey funds, which are providing 101 new shelter beds
- Local funding
    - Multnomah County: Integrating PSH services into Portland and Metro Housing Bond units
    - Washington County: Converting bridge shelters into affordable housing in the future using Metro Regional Housing Bond or another funding

OUTCOMES AND GOALS

A regional stakeholder advisory body created regional outcomes goals and metrics for the SHS program.[9] In their progress reports, counties reported on some of these metrics to demonstrate their abilities to track and report on them. Outcomes data for the first three months of this program, however, does not tell us very much since SHS service programs are either just beginning or have not yet launched.

As part of the LIP process, counties shared anticipated goals for the first year of the program, which include process-oriented goals to increase capacity and build infrastructure, along with quantitative goals that tie to some of the regional metrics. For example,

- County partners anticipate placing 2,400 people into permanent housing this year. So far, they have placed over 100 people into permanent housing.

- Together, county partners anticipate preventing at least 1,000 people from becoming homeless by providing rent assistance and/or other resources. In the first three months of this program, partners already overdelivered on this goal, and served 1,367 people with prevention resources.

Beginning in year two, the counties will submit spend-down plans that show how counties intend to allocate funds, and also work plans, which include the goals that partners expect to accomplish each year with the funds. In the future, there will be consistency between work plans, spend down plans and

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[9] Regional goals and metrics can be found in Section 5.2 of the SHS work plan.

reporting tools to track and communicate progress in the regional metrics established by the Metro SHS Work Plan.

CONCLUSION

As of the first quarter of SHS implementation, partners built new systems and processes, expanded service provider networks, launched 16 brand new services programs, housed over 100 people and were able to prevent homelessness for 1,367 people. Partners accomplished a lot in just three months while responding to COVID surges and severe weather, and while facing signficicant staffing shortages.

In their progress reports, counties mentioned some of the anticipated new services, programs and regional coordination efforts they are planning for Q2. County partners will provide progress reports for the second quarter in mid-February, which will show the status of implementation efforts at mid year.

Metro Supportive Housing Services Program

Quarter 1 Progress Reports by County

Washington County

Clackamas County

Multnomah County