Agenda

Meeting: Supportive Housing Services Tri-County Planning Body Meeting

Date: December 14

Time: 4:00pm-6:00pm

Place: Zoom Webinar

Purpose: The Tri-County Planning Body (TCPB) will continue to discuss issues and opportunities in regional coordination, review recommendation development criteria and go through a recommendation exercise for work prioritization as it relates to the Regional Plan

4:00pm Welcome and Introductions
1. *Welcome and introductions*
2. Review meeting agenda and objectives
3. Approve November Meeting Summary

4:10pm Public Comment

4:15pm Complete Regional Coordination Discussion -Regional Long-Term Rent Assistance, Data Quality and Capacity Building - cont.
1. Complete discussion of suggested topics from members– Regional Long-term Rent Assistance, Data Quality and Capacity Building

4:35pm TCPB Recommendation Development Criteria

4:45pm Regional Coordination Issue Prioritization
1. Introduction by co-chairs
2. Committee discussion
3. Next steps

5:55pm Closing and Next steps
1. Next meeting: January 11th, 2022, 4-6pm
2. Follow-up survey

6:00pm Adjourn

Metro

Tri-County Planning Body Meeting Summary

Meeting:	Supportive Housing Services Tri-County Planning Body Meeting
Date/time:	Wednesday, November 09, 2022, 4:00 PM – 6:00 PM
Place:	Metro Council Chambers, 600 NE Grand Ave, Portland, OR 97232 and Zoom Webinar
Purpose:	Update the Tri-County Planning Body (TCPB) on supportive housing services regional coordination and discover areas of interest.

Member attendees

Co-Chair Eboni Brown (she/her), Co-Chair Matt Chapman (he/him), Zoi Coppiano (she/her), Mercedes Elizalde (she/her), Yvette Hernandez (she/her), Nicole Larson (she/her), Michael Ong Liu (he/him), Sahaan McKelvey (he/him), Steve Rudman (he/him), James Schroeder (he/him), Cristina Palacios (she/her)

Absent members

Monta Knudson (he/him), Alicia Schaffter (she/her)

County staff representatives

Multnomah County – Yesenia Delgado (she/her), Washington County - Jes Larson (she/her), Jessi Adams (she/her)

Absent county staff representatives

Clackamas County - Vahid Brown (he/him)

Elected delegates

Clackamas County Commissioner Sonya Fischer (she/her), Washington County Chair Kathryn Harrington (she/her), Multnomah County Commissioner Susheela Jayapal (she/her), Metro Councilor Christine Lewis (she/her)

Metro

Ash Everfeld (she/they), Liam Frost (he/him), Patricia Rojas (she/her), Valeria McWilliams (she/her)

Kearns & West Facilitators

Ben Duncan (he/him) and Ariella Dahlin (she/her)

Welcome and introductions

Liam Frost provided opening remarks and welcomed the Tri-County Planning Body (TCPB) to the meeting.

Ben Duncan introduced himself as a neutral third-party facilitator and facilitated introductions between TCPB Members.

Co-chair Eboni Brown motioned to vote on approval of the October Meeting Summary.

Mercedes Elizalde requested that the October Meeting Summary be amended to reflect that the Survey Discussion and Alignment agenda item was not discussed.

The TCPB voted to approve the October Meeting Summary with that amendment.

Public comment

A written public comment by Tom Cusack was received and sent to the committee one day before the meeting.

Tri-County Planning Body Meeting Summary

Workflow

Liam introduced the TCPB Workflow and Decisions Point Document. The Workflow Document is a proposed model of how the TCPB would do its work and is separated in three stages.

Co-chairs Eboni Brown and Matt Chapman detailed the first stage which is TCPB Recommendation Development. Co-chair Brown specified that the document is based in collaboration and that changes can be made at any point.

Mercedes asked if the TCPB strategies and initiatives developed as part of the Regional Plan would be reflected in each county's local implementation plans (LIP).

Liam clarified that LIPs are not required or prohibited to reflect the Regional Plan.

Co-chair Chapman added that each county will decide if and how the Regional Plan fits into their LIP and that the Supportive Housing Services Oversight Committee (SHSOC) would be the final decision maker.

Patricia Rojas noted that LIPs include delivery strategies whereas the Regional Plan connects the three LIPs plans.

Co-chair Brown reminded the group that the TCPB is not an implementation body. She went on to cover the additional steps of TCPB Recommendation Development.

Mercedes asked if "counties" meant county staff or county council representatives in the document.

Co-chair Brown replied that it is meant to be county staff and that wording change to "county staff" will be made in the document.

Valeria McWilliams confirmed that Metro will make that change.

Chair Kathryn Harrington asked if the SHSOC or Metro Council have a role in TCPB Recommendation Development.

Liam responded that the formal approval body for the TCPB's Regional Plan is the SHSOC and that the TCPB would provide regular updates to the Metro Council.

Matt added that the SHSOC would review recommendations when they are robust and final, not as each recommendation is discussed.

James Schroder asked if proposals would be discussed one at a time and if county staff would provide context on topics presented.

Co-chair Brown replied that the county staff would present on multiple items that fall under one large topic as decided by the TCPB. The hope is that this process will help the TCPB identify priorities and opportunities. The county staff would provide history and resources on topics presented.

Co-chair Chapman reflected that the hope is Metro would be involved and that TCPB members would also share their expertise.

Liam noted that Metro is hiring to provide capacity, and that TCPB expertise and ideas are greatly valued.

Chair Harrington suggested the TCPB discuss any questions on stages two and three of the Workflow Document before moving on to the next agenda item.

Co-chair Brown asked if there are any questions or comments regarding stage two, Counties-Metro Strategy Development.

Mercedes asked for clarification on the difference between what Metro and County staff will be doing in stage two.

Tri-County Planning Body Meeting Summary

Liam clarified that Metro staff will synthesize Regional Plan recommendations for the Oversight Committee.

Nicole Larson asked when will the proposal from county staff be received, what format would it be in, and how long will the TCPB have to consider the proposal.

Co-chair Brown replied that it depends on county staff capacity and there are funds for hiring contractors for support. TCPB members can also provide proposals.

Nicole followed up to ask when voting for implementation would occur and if proposals are an ongoing process.

Co-chair Brown responded that voting could happen at the same meeting as proposal discussion, but if the discussion needs more time, that voting could happen at the next meeting.

Co-chair Chapman added that the TCPB will work through the priorities identified via agenda topics over the course of the year.

Steve noted that this is an iterative process between the TCPB, county staff, and Metro. He suggested that TCPB think about the Workflow document more and then discuss it at another meeting while connecting it to real issues.

Jes Larson reminded the TCPB that the county staff is here to work in partnership with all four jurisdictions to prepare materials for the TCPB to consider.

Co-chair Brown covered stage three, Regional Plan Implementation Monitoring.

Chair Harrington asked if bullet one could be edited to "Quarterly reports include progress on TCPB regional priorities and expenditures."

Valeria McWilliams confirmed that Metro will make that change.

Co-chair Brown emphasized that the Workflow document is a collaboration between all members and for any suggestions to be shared with the group.

The TCPB agreed with ongoing discussions and improvements of the Workflow document, to move forward with its outline.

Issue Prioritization

Liam provided an overview of the survey discovery tool results for the top ranked issues under regional capacity, systems alignment, and standards and metrics.

Commissioner Sonya Fischer asked if alignment with health care systems would include leveraging with Community Planning Organizations (CPOs) to maximize capacity and waivers.

Co-chair Brown confirmed this and noted that there seems to be a disconnect with CPOs as each organization seems to build out its own system.

James Schroder suggested differentiating between the provider system and the benefit coverage and payment system. Waivers are a part of the benefit coverage and payment system.

Liam presented a list of issues that county staff have asked for TCPB support on.

Ben asked the TCPB to go around the room and have each member offer their thoughts on priority issues.

Michael Liu shared that it might be helpful to expand capacity by using dollars to make the Section 8 Housing Voucher process easier.

Commissioner Susheela Jayapal reflected that Regional Long-term Rent Assistance (RLRA) is an opportunity for systems alignment. RLRA could be used to place folks in available units if it is a centralized, accessible, and streamlined process. She shared that there are a couple of models that could be followed and noted that wages are also a challenge.

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Zoi Coppiano agreed that capacity and workforce need to be scaled up. She suggested implementing incentives to help organizations want to increase scale.

Councilor Christine Lewis emphasized the importance of wages and training for service providers. She also noted RLRA is an important discussion point to make sure the program is designed correctly but cautioned the group to not focus on funding replacement in nine years.

Cristina Palacios shared that it's important to think about pay compensation for contractors and part time employees as well as full time employees since culturally specific services are often contracted out.

Steve Rudman suggested that with $250 million a year, RLRA has impact potential with public and private landlords' engagement and is a good foundation to build from. The jurisdictions can recruit landlords to join a region wide, expanded RLRA program that also provides wrap around services with leveraged funds from the jurisdictions.

Co-chair Brown asked for clarification on what exactly the discussion prompt was.

Ben clarified that the discussion was an opportunity for all TCPB members to bring forward issues into the room and voice what is top of mind.

Co-chair Chapman added that this is an opportunity to see an overview of issues and opportunities.

Liam clarified that this is an exploration phase to find what the TCPB's priorities are.

Chair Harrington stated that Washington County is working on some of the aspects that Steve mentioned which is documented in the Annual Plan and wondered when the TCPB will receive base level information about work underway.

Co-chair Brown replied that the opportunity lies in expanding a county's model regionally.

Chair Harrington followed up by asking if someone could merge the survey list and the county staff opportunity list.

Co-chair Chapman suggested a process where Metro and the Co-chairs could consolidate the lists and other topics that have been suggested during this conversation.

James shared that there is a lot of overlap with Medicaid and there is an opportunity to align TCPB funding with Medicaid.

Co-chair Brown stated that the TCPB can recommend partnerships to the counties as a way of capacity building.

Sahaan McKelvey shared that more affordable housing development is needed and it's important to activate the private sector.

Yvette Hernandez highlighted the importance of wrap around voluntary services.

Closing and next steps

Liam thanked everyone for their participation and patience during the technical difficulties.

Nicole Larson requested next meetings discussion topics as soon as possible before the meeting packet.

Next steps include:
- Edit and publish the October 12, 2022, meeting summary. (Metro)
- Share any additional workflow edits with Co-chairs. (TCPB Members)
- Share any additional issue prioritization discussion topics with Co-chairs. (TCPB Members)

Adjourn
Adjourned at 6:00 pm.

Background

As stated in the charter, the TCPB is "...*responsible for identifying regional goals, strategies, and outcome metrics related to addressing homelessness in the region*." The charter specifically calls out regional capacity, systems alignment, and standards and metrics, and also outlines the following primary responsibilities of the TCPB:

1. Develop a Regional Plan for approval by the Regional Oversight Committee that incorporates regional strategies, metrics, and goals as identified in Metro SHS Workplan and the counties' Local Implementation Plans.
2. Review proposals from the counties that outline programmatic strategies and financial investments from within the Regional Investment Fund that advance regional goals, strategies and outcome metrics
3. Provide guidance and recommendations to the counties on the implementation of strategies to achieve regional goals and outcomes
4. Approve and monitor financial investments by the County Local Implementation Partner from the Regional Investment Fund
5. Provide guidance on the operationalization of SHS values at the regional level
6. Monitor and provide guidance on the implementation of the Regional Plan

Creating the Regional Plan

The charter does not mandate the structure or processes for developing the Regional Plan, including work-flow. Developing a comprehensive strategic plan with relative efficiency poses challenges in a 17-person committee. However, it remains possible to move through this work with greater speed, while also doing it with thoughtfulness and intentionality.

The model below presents a structure to achieve these goals. Instead of developing the Regional Plan in a detailed "top down" approach - where large strategic goals are identified and only then drilled down into more granular elements - the model below builds the plan simultaneously from the "bottom up," prioritizing and addressing specific barriers and opportunities, thereby creating elements that become constituent parts of the overall Regional Plan.

In practice, this would mean that the TCPB would identify specific areas within our purview that benefit from coordination, best practices, greater capacity building on a regional level, and data gathering, analysis, and reporting. In other words, the resulting Regional Plan will be built recommendation-by-recommendation with concurrent implementation.

There are two key characteristics and reasons for suggesting this approach:

- The need for targeted regional solutions is urgent, and it requires prompt action to address the barriers that exist and achieve the coordination and alignment called for in creation of the TCPB. By focusing on specific, readily definable issues we can produce meaningful and visible progress for those experiencing homelessness and for the voters who are funding the Initiative and expecting results.

- The broad strategies for addressing homelessness through the SHS and other initiatives, such as "housing first" tied to sustainable services, are built into the initiatives themselves, especially the Metro work plan and the individual county Local Implementation Plans. These can be distilled by TCPB members with the support of Metro and county staff and laid out as a framework into which the specific aspects of the TCPB Regional Plan can be fitted. This task can be underway as the components are addressed. Moreover, the overall framework will become clearer as immediate components are achieved, but we would not be waiting for the overall Regional Plan before starting to address the immediate needs of those experiencing homelessness.

Proposed Regional Plan Workflow

The workflow model below is designed to provide a framework for developing a recommendation and is intended to be used in cycles as each recommendation/s is completed. To be clear, implementation will be executed primarily by the counties and other agencies; the TCPB is not an implementing body.

Stages 1-3

1. TCPB Recommendation Development

2. Strategy Development

3. Implementation

1. **TCPB Recommendation Development**
   1) County staffies present a list of challenges and opportunities related to the areas of the TCPB purview (regional capacity building, systems alignment, and data and metrics) areas. The county lists may be augmented with recommendations from TCPB members and from public testimony.
   2) TCPB considers the priority areas of work through discussion/survey.
      a. Priorities reviewed by Metro and county staff as applicable, applying the filters set out below as adopted or amended.
   3) Co-chairs reflect the collective issue prioritization back to members for agreement
   4) A recommendation is developed by TCPB members using a tool to determine alignment with Charter, county LIP's, and core values, including equity. This tool also incorporates critical questions to assess feasibility.
   5) TCPB makes a formal recommendation and requests a proposal from the counties that will enact the recommendation.
   6) Counties present a proposal to the TCPB. TCPB accepts proposal, or requests edits, or further dialogue. TCPB and Counties discuss edits.
   7) TCPB adopts the counties' proposal.

2. Counties-Metro Strategy Development

1) Metro staff and county staffies prepare a draft implementation plan including a budget framework for monitoring expenditures and progress; presents plan to TCPB

2) TCPB accepts/requests edits.
3) TCPB adopts the plan.
4) Metro staff synthesizes *recommendation proposal* and *implementation plan* as a chapter of the Regional Plan.
5) SHSOC reviews; approve/rejects recommendation from the TCPB to incorporate into the Regional Plan

3. Regional Plan Implementation Monitoring

1) Quarterly reports include progress on TCPB <u>regional </u>priorities and expenditures. Reports are received by SHSOC and TCPB.
2) Counties present quarterly progress to SHSOC and TCPB.

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DRAFT Vetting Filter Criteria

- Racial equity
- Compliance with Charter
- Feasibility
- Staff capacity
- Infrastructure
- LIP Alignment
- Budget
- Unintended consequences
- Duplicative

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Questions for Consideration

- Is the proposed approach to creating a Regional Plan acceptable?
- How is agreement reached among TCPB members?
- Can/should the TCPB submit multiple recommendations at a time?
- Can/should the TCPB submit recommendations while counties are implementing previously approved recommendation?
- Should the TCPB consider forming workgroups/subcommittees?

NOTES:

- For this framework to work, the *Regional Plan* would need to be a living document, i.e. the plan would be built as recommendations and implementation plans are adopted in a continuous process.

Tri-County Planning Body (TCPB) | Regional Plan – DRAFT Filtering Criteria

The following set of criteria is intended to be used to review proposed TCPB recommendations.

- Racial equity
- Compliance with Charter
- Feasibility
- Staff capacity
- Infrastructure
- Local Implementation Plan Alignment
- Budget
- Unintended consequences
- Duplicative

Supportive Housing Services Tri- County Planning Body | Idea Bank - December 2022	
Ideas offered by Counties for TCPB support and TCPB Discovery Survey Results	**Ideas suggested by TCPB members**
Capacity Building	
Build and expand system capacity for culturally specific housing and service providers	Support wages and training for service providers as well as pay compensation for contractors since culturally specific services are often contracted out
Build technical assistance capacity for immerging service providers	Implement incentives to help organizations increase capacity and workforce to scale up faster
Build training systems for provider staff	Increase affordable housing development and activate the private sector
Align SHS resources with the Regional Affordable Housing Bond and other sources	
Expand system capacity for people experiencing chronic homelessness	
Data, Standards, & Metrics	
Support regional workgroup with diverse representation to advise on improved demographic categories such as REALD for race and ethinicity, improved categories for gender identity and new catefories for sexual orientation, lived experience and more	Coordinated entry needs to be a service matching tool to incentivize co-enrollment rather than being a queue for the bottleneck - several of the issues that were identified include data collection could be improved by having a single coordinated entry system that screens people into services
Advise on improved communication of outcomes for public awareness	
Identify regional system indicators to measure changes in the population experiencing homelessness	
Evaluate the impact of specific program types	
Establish consistency in program evaluation standards and procedures	
Standardize data collection methods	
Regional Long Term Rent Assistance (RLRA)	
Sunset challenge: how to use RLRA voucher to leverage affordable housing development?	Support a region wide landlord recruitment program that also provides wrap around services with leveraged funds from the jurisdictions
Program evaluation: how does the voucher work for participants over time?	Create a centralized, accessible, and streamlined process for RLRA. Learn from models in LA (Brilliant Corners) and Seattle (Housing Connector)
Market saturation: will the voucher remain effective in the market over time?	Expand capacity by using dollars to make the Section 8 Housing Voucher process easier
Support the development and implementation of a regional model of a long term rental assistance program (RLRA)	RLRA/SHS can buy down rents in developments. Find ways to create formalized partnerships that can be used to open up priority review and approval from development funders. Projects that have early partnership agreements might be able to qualify for state priority based on the QAP standard of "substantial local investment" and could/should be highlighted for priority in the local permitting processes.
	Regionalize "Move-In Multnomah"
Systems alignment	
Strategies to further integrate housing and homeless service systems (e.g. affordable housing construction and rent assistance plus services), as well as other services and systems serving people experiencing homelessness	Integration of wrap around voluntary services
Shared priorities and opportunities for alignment with healthcare systems (including behavioral health)	Alignment of RLRA funding with Medicaid
Barriers to employment for people recently housed from homelessness and ready for employment	Alignment with health care systems would include leveraging Community Planning Organizations (CPOs) to maximize capacity and waivers
Best practices for providing housing to individuals exiting the foster care system who are at risk of homelessness	Intentional connections to health services and the benefits (resources and decision-making power) the health system can provide to increase housing stability.
	Connecting RLRA to ACT regionally (only happening in Multnomah County)
	Align coordinated entry to support utilization of different benefits
	Create a connection to the already active 1115 SUDs waiver paying for housing and employment

Metro Regional Supportive Housing Services

Tri-County Planning Body| December 14th , 2022

Regional Long Term Rent Assistance Program – Service Provider Workforce Capacity Challenges

Hiring:

"We offered the housing case manager position to our third candidate yesterday and sadly they declined too. They said their family is moving out of state, I don't know if that was the real reason. We're paying $24-26 per hour. I don't know why its so hard to hire this position!" – Rose Money Family Promise of Tualatin Valley

"3 of 9 full time employees were replaced. These were all front-line staff." – Service provider from Clackamas County

"To be honest I have ZERO decent candidates that have a [specific behavioral health certification]." - Service provider from Clackamas County

Regional Long Term Rent Assistance Program – Service Provider Workforce Capacity Challenges

Retention:

"It is not uncommon for someone in a human services role to be at the beginning or middle of their career, and for them to move on to other opportunities as they gain more experience and direction in their career. I think as an organization it is important to promote self-care practices and give staff opportunities for growth and professional development."   -Liz Hern, Community Partners for Affordable Housing

"We have had 2 full time direct staff quit/resign within a few months of hiring for Housing Navigation/Supportive Housing Case Managers since the start of the first contract. The time to get a qualified pool of applicants (at least 2-5) to initially hire as well as rehire for these positions have also taken much more time: in some cases 3+ months."   - Service provider from Clackamas County

"I am down 3 of the 4 pre-expansion staff in the last 2 months." - Service provider from Clackamas County
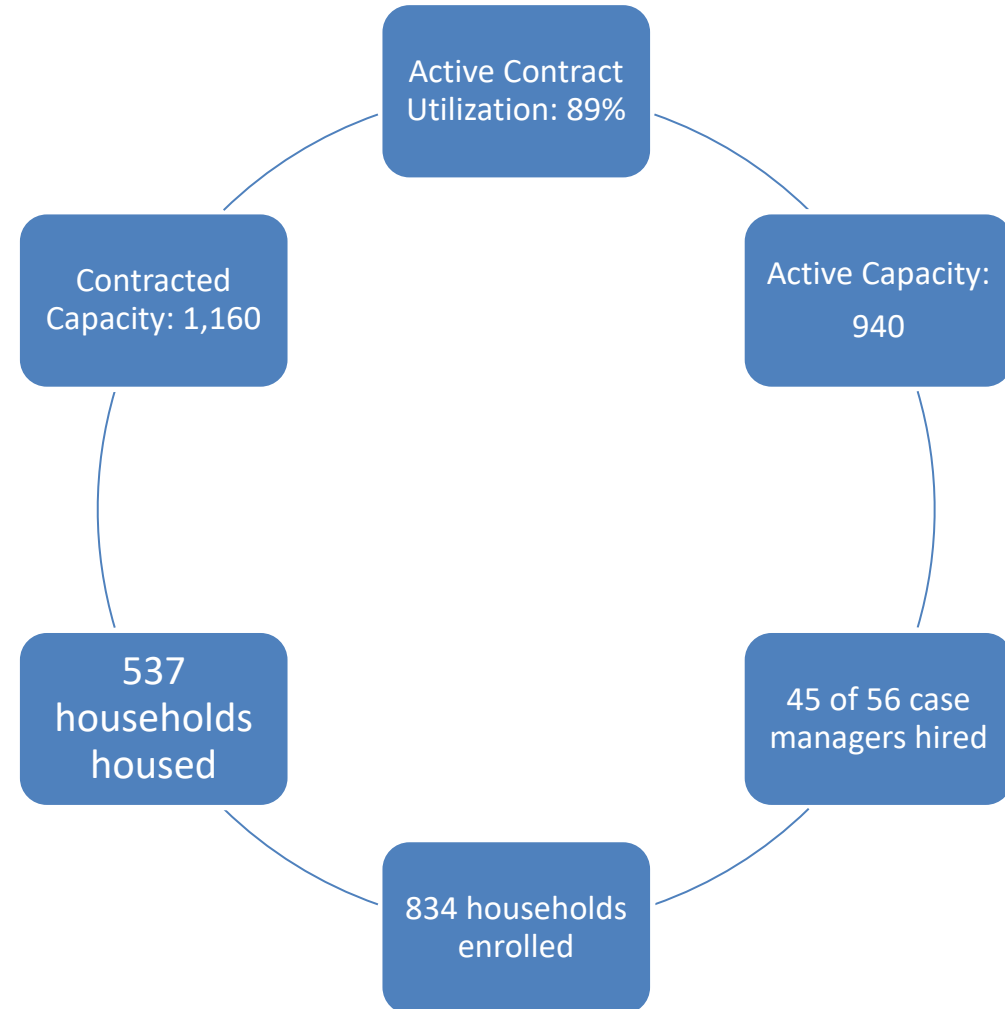
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Service Provider Workforce Capacity Context + Challenges | Clackamas County

- Clackamas County funded capacity building for staff support in relation to vicarious trauma and counseling to increase staff well-being and retention in a contract amendment for a culturally specific provider struggling to hire and retain staff. A specific cited impact from this agency was deaths of clients being served with case management shortly after moving into permanent housing and the need to provide emotional support for affected staff.

- Staff turnover and capacity challenges meant that for 3 months there were only 7 RLRA voucher issuances.

Service Provider Workforce Capacity Context + Challenges | Washington County

Current funding capacity for **1200 vouchers**, but utilization challenged by staffing and organizational capacity.

- Some providers have declined contract expansion

- Providers report trouble hiring and retaining staff due to low wages and competition

- Many staff are brand new to housing and require significant training and support.

Active Contract Utilization: 89%

Active Capacity: 940

45 of 56 case managers hired

834 households enrolled

537 households housed

Contracted Capacity: 1,160

Service Provider Workforce Capacity Context + Challenges | Multnomah County

- JOHS is conducting a community wide wage assessment to determine opportunities for higher wages and educational attainment for staff that work at community-based organizations.

- Staff worked with Homebase Consulting on a compensation, classification and benefits study ("wage study") of all contracted community-based organizations.

- This study, when complete, will be a major component in the effort to address wage inequities in the sector by supporting a resilient and sustainable workforce.

Regional Long Term Rent Assistance Program – Service Provider Workforce Capacity Shared Challenges

- High staff turnover

- Training for green case managers

- Lack of staff capacity and resources to provide big group trainings

- Lack of staff capacity for housing navigation

- Inability to leverage existing human services infrastructure as they are dealing with similar capacity challenges (ie. hiring and retention)

- Lack of regional standards for a floor or pay equity

Regional Long Term Rent Assistance Program – Service Provider Workforce Capacity Shared Opportunities

- Regionalization of training

- Creating regional standards/best practices for wages

- Funding additional incentives for recruitment and retention:

-Sign up bonuses, additional health and time off benefits), career development support

- Connecting people with lived experiences to this work

- Partnership with WorkSystems

- Hiring fair and/or media campaign to promote the growing housing job market

HERETOGETHER
advancing solutions for homelessness

December 7, 2022

Director Rojas and Members of the Tri-County Planning Body,

We are writing today encouraged by the discussion we heard at the November 9, 2022 Tri-County Planning Body (TCPB) meeting regarding Health Share of Oregon's willingness to participate in the jurisdictional planning and implementation processes for Supportive Housing Services. With the new Medicaid waiver promising an additional pathway for federal funding to address homelessness, we urge the TCPB, Metro, Multnomah, Washington and Clackamas Counties to pursue that offer and begin collaborating urgently.

Since the HereTogether coalition began developing the framework that would eventually become Supportive Housing Services (SHS), we have understood the key link between healthcare and housing. That is why we developed and have maintained strong relationships with our health system partners. It is also a major reason we asserted in the HereTogether governance framework and ballot measure language that representatives from the health and behavioral health sectors should be on both the Regional Oversight Committee and Tri-County Planning Body.

HereTogether has always recognized that SHS has great potential to make a meaningful and visible impact in the lives of thousands of our most vulnerable neighbors. Truly solving our homeless crisis will require a coordinated approach that braids funding from multiple sources and brings together systems that frequently work with people who are homeless, but are not often held accountable to helping them get or remain housed (e.g. criminal justice, foster care, health and behavioral healthcare.)

The federal Medicaid waiver that Health Share of Oregon is charged with implementing presents an opportunity to collaborate across systems. It develops a pathway for service providers to bill the federal Medicaid system for everything from rent assistance and utility bills, to move in costs, tenants rights education, medically necessary home modifications in private market units and more. To fully support implementation of the Medicaid waiver, Health Share has been entrusted with $1 billion to develop new infrastructure to help service providers connect their data systems with Medicaid.

This news is game changing and, if implemented in tandem with SHS, provides a key opportunity to help SHS dollars go even further to help even more people. We urge Metro, the TCPB and all three Counties to work in partnership to seize this opportunity and fully capitalize on this new investment.

Sincerely,
Cole Merkel and Angela Martin, Co-Directors
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