

# Agenda



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Meeting: Supportive Housing Services Oversight Committee Meeting  
Date: January 30, 2023  
Time: 9:30 a.m. to 12:00 p.m.  
Place: Virtual meeting ([Zoom link](#))  
Purpose: Summarize progress made in Q1; discuss county rollover/carryover funds; Metro tax collection and disbursement update, including 5-year forecast; and discuss outline and recommendations for FY22 regional annual report.

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9:30 a.m. Welcome and introductions  
9:45 a.m. Conflict of Interest declaration  
9:50 a.m. Public comment  
10:00 a.m. Presentation: FY23 Q1 regional summary  
10:10 a.m. Discussion: County rollover / carryover  
10:30 a.m. Presentation: Metro finance updates and 5-year projections  
10:50 a.m. Break  
11:00 a.m. Annual regional report: Outline and recommendations  
11:55 p.m. Next steps  
12:00 p.m. Adjourn

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកម្មប្រតិបត្តិការរើសអើងសម្រាប់សេចក្តីណែនាំ [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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## **Supportive housing services regional oversight committee**

### **Meeting guidelines**

Arrive on time and prepared.

Share the air – only one person will speak at a time, and we will allow others to speak once before we speak twice.

Express our own views or those of our constituents; don't speak for others at the table.

Listen carefully and keep an open mind.

Respect the views and opinions of others, and refrain from personal attacks, both within and outside of meetings.

Avoid side conversations.

Focus questions and comments on the subject at hand and stick to the agenda.

When discussing the past, link the past to the current discussion constructively.

Seek to find common ground with each other and consider the needs and concerns of the local community and the larger region.

Turn off or put cell phones on silent mode. Focus on full engagement in the meeting, and refrain from conducting other work during meetings as much as possible.

Notify committee chairperson and Metro staff of any media inquiries and refer requests for official statements or viewpoints to Metro. Committee members will not speak to media on behalf of the committee or Metro, but rather only on their own behalf.

## **Group agreements**

We aren't looking for perfection.

WAIT: why am I talking / why aren't I talking.

You are the author of your own story.

Impact vs intention: Intention is important, but we attend to impact first.

BIPOC folks or folks with targeted identities often don't / didn't have the privilege to assume best intentions in a white dominant space.

Invited to speak in draft- thought doesn't need to be fully formed.

We are all learners and teachers.

Expertise isn't privileged over lived experience and wisdom.

Liberation and healing are possible.

Expect non-closure.

# Meeting minutes

Meeting: Supportive Housing Services Oversight Committee  
Date/time: Monday, December 5, 2022, 9:30 AM – 12:00 PM  
Place: Zoom (Virtual)  
Purpose: Metro tax collection and disbursement update; annual report presentations from Clackamas, Multnomah, and Washington counties.

## Member attendees

Co-chair Susan Emmons (she/her), Dan Fowler (he/him), Armando Jimenez (he/him), Jenny Lee (she/her), Seth Lyon (he/him), Carter MacNichol (he/him), Felicita Monteblanco (she/her), Jeremiah Rigsby (he/him), Co-chair Kathy Wai (she/her)

## Absent members

Roserria Roberts (she/her), Dr. Mandrill Taylor (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)

## Absent elected delegates

City of Portland Commissioner Dan Ryan

## Metro

Nui Bezaire (she/her), Ash Elverfeld (they/she), Breanna Hudson (she/her), Rachael Lembo (she/her), Patricia Rojas (she/her)

## Facilitator

Ben Duncan (he/him), Kearns & West

*Details for this meeting can also be found in the final meeting record due to the reliance on slide decks that are included in the record. Minutes may include portions of the slide deck material but focus primarily on discussion and questions not found in the slide deck. A summary of County and Metro staff responses to member questions are italicized.*

## Welcome and introductions

Co-chair Susan Emmons welcomed the committee to the meeting and thanked co-chair Kathy Wai for her service as a co-chair, noting that she will be shifting to a member role and no longer serving as co-chair after this meeting.

Ben Duncan, Facilitator from Kearns and West, facilitated a round of introductions of staff and committee members. He also provided details on how the Zoom meeting works and the day's agenda.

Co-chair Emmons asked for approval of the October and November minutes. Dan Fowler moved to approve. Armando Jimenez seconded the motion. The minutes were approved unanimously.

## Conflict of interest declaration

Carter MacNichol is a board member at Transition Projects, they receive Supportive Housing Services (SHS) funding from JOHS.

# Meeting minutes



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Jenny Lee works for the Coalition of Communities of Color and they have a contract with Clackamas County.

Dan Fowler is Chair of the Homeless Solutions Coalition of Clackamas County and they do not receive SHS funding but may in the future.

## **Public Comment**

Cole Merkel (he/him/his), Co-Director at HereTogether, made a public comment in relation to the public comment he provided that was included in the meeting packet. The comment was regarding spend down plans from the counties and reporting templates.

*Patricia Rojas, Metro, shared that annual spend down plans are coming.*

Carter requested that the committee revisit the points in Cole's comment.

## **Metro tax collections update**

Rachael Lembo, Finance Manager of Planning, Development, and Research and Housing Department, Metro joined the meeting to provide updates. She shared that Metro Council recently moved to create a housing department. The department was previously nested within the Planning, Development and Research department.

In her tax collection update, she presented her report that was also included in the packet.

She said that she hoped to revisit the cost of tax collection in January.

No questions were asked of Rachael.

## **Presentation: Metro framing for annual representations**

Patricia introduced the members to this portion of the agenda.

Nui Bezaire highlighted that the first year was about building foundational structures in a lot of ways. IGAs were only signed in January 2022 and that set expectations for reporting. Because of that timing, each county's report formatting was very different through the fiscal year.

Patricia said that today they would be hearing about the areas that the committee wanted the counties to focus on in their presentations. There will also be time for questions after each county presentation.

## **Presentation and discussion: Washington County annual report**

Jes Larson, SHS Program Manager, and Jessi Adams, Capacity Program Supervisor, Washington County, used a slide deck to provide an overview of their first year.

Questions and answers between committee members and Washington County staff follow.

Felicita Montebalanco asked about page 14 on first page of financial report in regards to systems and grantmaking, sees \$4,200,000 budgeted but only \$200,000 went out. How is the other \$4 million going to be spent?

*They still need to get the money out. They prioritized culturally specific organizations in getting initial funds out. They're actually having a hard time utilizing the capacity building grant. Working on building out a more substantive technical assistance program. She said they've delayed this and hope it comes in new calendar year.*

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Armando also focused in on partner capacity building and long-term sustainability- of the parts of the partner matrix that was presented, what is represented as newly built capacity as part of this funding and how can we better represent that in reports in the future- it's important to see the expansion.

*Some organizations have never had a contract with a public agency before and so this is a whole new process for them. In certain instances they didn't even have a bookkeeper on staff and so the first step may have been starting with helping them get a bookkeeper. About half of the organizations were experienced with government contracting but are also struggling with capacity building because of the influx of new funding in recent times. The kind of capacity is different between organizations listed, they all have individual needs.*

Dan asked what it looks like to imbed someone in the health care system? And how do you access eviction information ahead of the eviction?

*The Health and Human Services Department system has many programs and housing system experts have been placed within health care programs so they're working alongside folks who are used to getting folks into health services programs but not familiar with getting housing. Those staff collaborate.*

*They don't have access to a lot of data related to eviction or who leave just before eviction. Similar to folks doubled up and not necessarily having that number. No point at which we can access that data. Evictions recorded in court.*

Carter said Washington County talked about sustainability as a limitation in the program due to money. In the future, he'd like to understand those financial limitations. Especially given the additional money received than was anticipated. Describe how there are constraints when there's so much money available.

In regards to the reserves of \$8 million, he is curious of the basis of the need for reserves given the strength of tax collection, what are you reserving those funds for?

*Part of the IGA required that they ensure that there is a stability reserve because revenue sources are volatile. They need to be ready for any significant changes in the market. It's one time and managed by the regional body.*

*Program reserves allowed up to 5% for each county. Washington County had a flood in a shelter facility and was about \$400k in damages. They needed to get everyone out and into a hotel. That's the purpose of the two reserve accounts.*

Jeremiah Rigsby referenced slide 15 talking about data quality assistance for partners, what's that going to feel like and what's the response from partners?

*The work of collecting data is a challenge because of staff capacity typically. For example, after a long day of working with clients on the ground, navigating systems and getting folks housed, the data entry at the end of the day often gets pushed aside. The County is looking at a new approach to support the organizations to improve data quality that focuses on providing funding so they have a data focused position.*

Jenny Lee was excited to see expansion and innovation in their presentation. She asked for more detail on emergency shelters and culturally responsive approaches, what are the barriers and how quickly can people access the shelters?

# Meeting minutes



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*They aren't at a place of population specific shelters yet and still have co-ed shelters. The expansion will better serve the community in the future. They're currently managing this through a high level of collaboration. With case conferencing, the housing navigators work together to better serve folks who may have behavior, mental or physical health challenges that make certain shelter setups challenging and so they will move people to different locations as needed to better serve them.*

Dr. Mandrill Taylor asked what barriers they're anticipating with health system integration?

*Jes said that the opportunities are endless, but they're two siloed systems. They have a staff member in recuperative care support who would help for example move someone from the emergency room to a shelter and also get assistance to attend to their medical needs while in shelter. The challenge is that they're both bureaucratic systems.*

Co-chair Kathy Wai saw that SHS placement goals in year one was originally 500 and midway through it got dropped down to 300 and then saw that they were able to place 305. What does that mean in terms of year 2? How many cases are each case manager expected to carry?

*They're adding another 500 housing placements in year 2 and will bring them to 805 placements hopefully. There are 300 households to go in year 2. Partners are having a hard time hiring and filling out their additional capacity. They need to keep hiring case managers, training and getting them on the ground. With supportive housing and rapid rehousing case managers, there is a 20:1 case management ratio. Those people getting enrolled are currently homeless, it will be easier to manage when they move into retention phase.*

Co-chair Emmons commends them on the bridge shelter programs. She's excited about Aloha Inn and as they anticipate additional units, how do you find people who are right for that building, do you pre-approve them?

*Jessi Adams said it will be a blended referral system, they have three service providers attached to the project and one is culturally specific. The service providers will send 27 people and the rest are filled through Coordinated Entry access.*

Susan shared that Jes was a housing case manager in 2007 and was responsible for screening and placing 30 chronically homeless people into The Morrison. There are people in The Morrison, who were homeless for years and many are still living there. One person she worked close with has been there for 16 years and she is doing well. Susan saw her at Fred Meyer recently and heard her consulting with someone else at the grocery store and giving them information about the new funding influx into the system. In Jes, to have a program manager who knows how to do the work on the ground is such a benefit to the system.

Jes closed out by saying that supportive housing ends homelessness and thanked the committee.

## **Break**

## **Presentation and discussion: Multnomah County annual report**

Yesenia Delgado (she/her/ella), SHS Program Manager, Joint Office of Homeless Services joined the meeting to present on behalf of Multnomah County.

Joshua Bates (he/him/his) was also introduced as the Interim Direct of the Joint Office of Homeless Services.

Questions and answers between committee members and Joint Office of Homeless Services staff follow.

# Meeting minutes



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Armando said they had a commendable report, that it was very easy to process with great readability. The data tables and pie charts on page 19, shows 21% of race ethnicity not reported- what were some issues or barriers identified that created that and what are plans to improve some of that collection in future years?

*The main issue is capacity and Jes talked a bit about that for Washington County earlier. Funds went out quickly to organizations, but some data systems weren't in place yet and that takes time. This fiscal year they are launching technical assistance support for data capacity building so that organizations get the support they need around data collection.*

Dan asked that when the City of Portland says they're injecting \$27 million more into housing services, does that money get coordinated through you or is that independent by them?

*Josh said that they coordinate with the City of Portland on a number of initiatives. If it's housing investments, often that's through Portland Housing Bureau. Portland Housing Bureau is a partner of the Joint Office who are within the structure of Multnomah County. Housing investments are typically facilitated through Portland Housing Bureau.*

Carter said he's not clear on the carryover funds that they have. He doesn't think the numbers he heard in the presentation match what he sees in the report. In the future he suggested it would be helpful to include total capacity of units and the unmet need. In local implementation plan and annual report there's a discussion of alternative shelter projects- is the JOHS considering using excess funds that came in last year to support Safe Rest Villages or sanctioned camping?

*Ben said there would be follow-up on carryover numbers and capacity versus need.*

*Commissioner Jayapal said that there is an active discussion at the board around how to use underspent and carryover funds. A portion of that allocation may be addressed at December 15<sup>th</sup> board meeting.*

Jeremiah thanked the staff and said his question had been answered.

Jenny asked about the success around legal services and eviction prevention?

*They're successful in supporting households avoid evictions. They partnered with an organization that when someone got an eviction notice, they would go and knock on doors to speak with residents. Caseworkers were speaking their languages and providing information on getting legal assistance when they go to court.*

Dr. Taylor thanked them for the report. Under the behavioral health focus and supportive housing section, you mentioned New Narrative- is that mental health services in addition to addiction/recovery services?

*Yesenia needs to follow-up on the addiction services component. It's a partnership with behavioral health of Multnomah County.*

Co-chair Wai said that for the one-time funding for capacity building for the culturally specific organizations that they're using for organizational infrastructure, wages, etc. Will you continue capturing their feedback and data from them about how those funds were specifically used?

*They asked for narrative feedback in the first year. Some funds weren't able to be spent down due to constraints Jes talked about as well. This fiscal year they launched a culturally specific organization technical assistance survey asking what they need and how the JOHS can be more helpful.*

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Nui asked a question on behalf of Felicita who wasn't able to be present. Related to capacity building funds, in the report you noted eligible activities that they could use funds for. What was the criteria you used to base those eligible expenses on?

*In terms of who those funds were open to, it was anyone they were working with. In terms of how they went around framework for spending, it was based on feedback that they had been hearing about for years by providers and then responding with how they can implement that at this time.*

Co-chair Emmons talked about Emmons Place and that it reflects the challenge of getting anything done. It was supposed to open in October, organizations lined up pre-approved people, then it was pushed to November and now out to January. There's one piece of equipment needed that they're waiting on and until then it's uninhabitable. That leaves folks who are chronically homeless and waiting. It reflects challenges today of supply issues and personnel, etc.

Co-chair Emmons said they listed all providers they contracted with in the first year and amounts distributed. Will you renew all contracts for second year to keep them going? If they're utilizing and have capacity can you give them more funds?

*Contract management team works with providers and have regular check-ins. All the providers listed will likely be renewed.*

Dan asked how they know when someone is getting evicted? How can they intervene? Is there any requirement by landlords to post evictions in the public realm?

*Landlords don't have to post anything publicly. They file eviction notice request with the court and the Oregon Law Center gets information on the docket, weekly. All they have from that docket are people's addresses, no phone numbers, hence the door knocking.*

*Commissioner Jayapal said they've been digging into this. They're looking to see if policy can be created so they know earlier when people are getting evicted.*

## Break

### **Presentation and discussion: Clackamas County annual report**

Vahid Brown (he/him/his), Housing Services Program Manager, Clackamas County, joined the group and used a slide deck to present.

Questions and answers between committee members and Clackamas County staff follow.

Armando asked if they could say more about the changes to encourage smaller organizations to respond and apply to work with the County?

*One of the big pieces that opens up opportunities for smaller and emerging agencies is the RFPQ process which allows them to shorten the requirements to apply to work with the County to a two-page application.*

Dan asked if they intend on working with Providence and their BOB Team?

*Vahid said yes, they will continue to receive funding to connect folks to housing. Eventually that program will have case workers who can directly connect folks to housing rather than telling them to go talk to someone else in a different system to get access to housing.*

Carter loved the notion Vahid made about not placing people on a waiting list but placing a set of keys in their hands. Carter would like to understand how they're going to spend unanticipated and

# Meeting minutes



Metro

600 NE Grand Ave.  
Portland, OR 97232-2736

underspent funds at some point. He sees that they had a lot of success and spent little of their budget and for Vahid to speak to that?

*There are a lot of different parts to the answer. First, with housing navigation and placement outcomes for year one, they started with a leg up with COVID response hotel transitional program. There were a large number of people placed in PSH who had been in the hotel program, so that was an advantage. That's different than starting with folks coming from the streets with challenges to connecting with them on location or phone, etc.*

*Additionally, the backbone of the housing programs are the RLRA vouchers- the way we're staffed and balancing investments, 30-40 households can be served each month and that creates a natural limit within the system.*

*In regards to shelter outcomes, they were able to leverage mid-year with COVID funding allowed them to pivot and reallocate that funding to other programs and services in the third quarter.*

Jeremiah asked what the capacity is at Serenity and Haven House for folks who are justice system involved or coming out of incarceration?

*The Serenity and Haven House had served 20 households. Demand fluctuates and in the last year there was less demand. They have seen some vacancies at times where Serenity and Haven weren't fully subscribed. If there weren't enough people exiting State or County jail with mental health stabilization housing needs, they would work with partners at Central City and LEAD Program. Some of those program participants could then be connected to Serenity and Haven House.*

Jenny asked about participation in Built for Zero and the equity impacts. Can you share how you're using that and the disparities and participation in that initiative?

*There is a by-name list of everyone in the community experiencing literal homelessness. They take 100 people off that list and work it together, matching folks from that list to navigators. There are about 1,600 on that list but it doesn't represent everyone who is homeless in their county. BIPOC are more likely to experience homelessness and are coded as more vulnerable as they are reviewing that list and doing outreach.*

Co-chair Wai asked about the McKinney-Vento Act and how they imagine that collaboration happening with schools or districts in Clackamas County?

*There are a couple ways that they're integrating- case conferencing is happening and folks at the schools (the McKinney-Vento liaison from that district) are involved in those weekly conferencing meetings. Secondly, a Metro Bond funded project, Marylhurst Commons, will provide affordable and PSH in Lake Oswego with a focus on housing kids going to school in Lake Oswego who are currently homeless. The project is working with the McKinney-Vento liaison at the Lake Oswego School district to coordinate referrals into Marylhurst Commons.*

Co-chair Emmons said it was helpful to see the number of households who were approved and utilizing the RLRA vouchers, 122. Wants to see those in the reports from the counties going forward. On page 14, you list Fuller Road Station opening, do you have families and individuals who are pre-approved?

*Typically through Coordinated Entry but different Bond funded projects may have additional requirements for how folks come through.*

# Meeting minutes



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Nui asked a question on behalf of Felicita. Could you talk about landlord liaison or engagement activities that Clackamas is working on?

*RLRA program team now includes Landlord Liaison position and it's filled. They've developed, deployed and are refining the landlord partnership agreements that they can sign up for and includes certain incentives. RLRA allows them to offer rent, case management, and in return they are expected to reduce barriers to applications and screening requirements.*

Dan asked what their street outreach program will look like?

*It's people out on the street meeting folks. There's a coordinator for this work as well and there will be monthly meetings to coordinate further. The ultimate goal is that they get folks into Coordinated Access who aren't already there. One of the other things they'll do is work to keep in touch with folks already on the list but not in a shelter or housing yet. It can also be them helping someone get their birth certificate, or new boots or a tarp based on need.*

Carter encouraged Metro to work to speed up procurement at the Counties and consider regionalizing.

## **Next steps: New members, co-chair selection, and expectations for January**

Nui said that there are four member vacancies to fill. Metro staff have worked with the Jurisdictional Leadership Team to review applications and make recommendations to Metro Council. A number of folks have been identified to be recommended to Metro Council for all four vacancies.

Co-chair selection is in process. The Metro Council President will appoint the new co-chair.

Will be sending survey out asking for key questions around what you want to see in the annual report. January 9 will be based on those survey results.

There's an additional meeting on Jan. 30, wrapping up the early Jan. 9 meeting with an early draft of the report and analysis.

There will be a Jan. report of Metro business as well.

## **Adjourn**

Adjourned at 12:57 p.m.

Minutes respectfully submitted by Ash Elverfeld, Housing Program Assistant



## Supportive Housing Services Oversight Committee Meeting Summary

Meeting: Supportive Housing Services Oversight Committee Meeting  
Date: January 09, 2023  
Time: 9:30 a.m. to 1:00 p.m.  
Place: Virtual meeting (Zoom link)  
Purpose: Financial update from Metro finance for FY23 and a review of tax collections, collection costs and program admin for FY22; identify committee priorities that will determine the content of the SHS regional annual report.

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### Member attendees

Co-chair Susan Emmons (she/her), Dan Fowler (he/him), Maria Hernandez (she/her), Jenny Lee (she/her), Seth Lyon (he/him), Carter MacNichol (he/him), Felicita Monteblanco (she/her), Jeremiah Rigsby (he/him), Roserria Roberts (she/her), Co-Chair Dr. Mandrill Taylor (he/him), Kathy Wai (she/her), Becky Wilkinson (she/her)

### Absent members

Stefanie Kondor (she/her), Mike Savara (he/him)

### Elected delegates

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

### Absent elected delegates

City of Portland Commissioner Dan Ryan (he/him), Clackamas County Commissioner Sonya Fischer (she/her)

### Metro

Nui Bezaire (she/her), Breanna Hudson (she/her), Patricia Rojas (she/her), David Stein (he/him)

### Kearns & West Facilitator

Ben Duncan (he/him)

### Welcome and Introductions

Co-chairs Susan Emmons and Dr. Mandrill Taylor provided opening remarks, welcomed the Supportive Housing Services (SHS) Oversight Committee to the meeting.

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

Becky Wilkinson and Maria Hernandez introduced themselves to the group as new members.

Susan announced that that Armando Hernandez resigned. She shared that Stefanie Kondor and Mike Savara also joined as new members, but had scheduling conflicts and were unable to make the meeting.

### Conflict of Interest Declaration

Carter MacNichol is a board member at Transition Projects which may receive SHS funding.



## Supportive Housing Services Oversight Committee Meeting Summary

Dan Fowler is president of the Homeless Solutions Coalition of Clackamas County which may receive SHS funding.

Jenny Lee works at Coalition of Communities of Color which may receive SHS funding.

### Public Comment

Sarah Richmond, Technical Senior Project Manager, Intel, provided public comment about SHS tax collection.

Jeremiah Rigsby asked if tax collection is within the Committee's scope.

*Carter MacNichol replied it is.*

*Patricia Rojas, Metro, noted that Metro will share Sarah Richmond's comment with their finance team and confirmed that this Committee is the appropriate venue to share tax collection feedback.*

*Metro Councilor Christine Lewis shared she has heard similar feedback and will discuss this issue with Metro Council.*

Carter reminded the Committee of the public comment Here Together Coalition provided during the December meeting. He proposed that the Committee respond to the comment.

*Patricia responded that item is on the January 30<sup>th</sup> meeting agenda.*

*Dan added that all issues shared by the public are taken seriously and that the goal is to improve.*

### FY23 Financial Update and FY22 Annual Financial Review

David Stein, Metro, provided updates on finances, summarizing the two financial reports that were included in the meeting packet.

Carter asked if the start up costs for administration is projected to increase or decrease in future years.

*David responded that they are expected to decrease.*

Carter expressed his concern for the amount of carry over funds and pace of spending.

*Patricia replied that the usage of funds will be on the January 30<sup>th</sup> meeting agenda and that roll over funds include set aside allocations of money that meet intergovernmental agreements (IGA) requirements for all three counties. She confirmed that the rate of spending will increase over the next couple of years.*

Dan asked what the planned contingency of \$2.6 million was going to be spent on and if the increase in personnel costs was connected to the decrease in cost allocation of shared services.

*David replied that there are no explicit expectations for what the contingency should be spent on and that while Metro is hiring more full-time employees (FTE), that is not directly related to the decrease in shared services.*

*Patricia expanded that Metro is expecting seven new FTE in FY 2023 and an additional seven in FY 2024. She added that some key contingency costs would include investments for the Tri-County Planning Body recommendations.*

Dan wanted to highlight the fact that overall, the SHS funds are saving money.

## Supportive Housing Services Oversight Committee Meeting Summary

### Guided Discussion: Annual Report Committee Priorities

Patricia presented on the annual report survey results and outline.

#### Sections 1 and 2: Background and Context

Seth Lyon noted that the report should contextualize which components of homelessness the Committee is focused on.

Felicita Monteblanco suggested highlighting that there is a national hiring crisis making start up difficult.

Roserria Roberts added that this report could be used as an educational tool to inform the public that housing includes mental health, employment, and other services.

Kathy Wai agreed on the importance of adding context and background information, including pandemic and economic recovery. She suggested adding concrete deliverables and weaving in real stories to the report.

Carter shared that the scale of the homeless crisis should be included.

Dan echoed Kathy's comments and emphasized having a results-oriented report.

Multnomah County Commissioner Susheela Jayapal reminded everyone that this measure was never intended to pay for clinical services and highlighted the need to clarify the purpose of the SHS measure.

Washington County Chair Kathryn Harrington added that the Metro Policy Advisory Committee should be a key audience for the report.

Metro Councilor Christine Lewis noted that the definition of those experiencing chronic homelessness should be explicit in the report.

#### Section 3: Program Highlights and Data

Carter emphasized the importance of showing Population A and B aggregate data in a regional roll up and by individual county.

*Patricia replied that each county has their annual report that would be included as an appendix, but the main body of the report would include the regional roll up.*

Dan suggested having before and after deliverables, such as before the SHS program there were no shelter beds in Clackamas County and now, after the first year of the program, there are 100 shelter beds, included in the report.

Co-chair Emmons stated that it'd be helpful to select five outcomes for the Committee to focus on and to have those outcomes rolled up in a regional report since she believed that the county commissioners have seen their individual reports. She proposed discussing a communications strategy since there is a lot of information to relay to the public.

Dan echoed Co-chair Emmons' comments and thought that the five outcomes would come out of the data.

*Patricia responded that county commissioners should have received their annual reports.*

Kathy added that workforce and culturally specific service providers should be highlighted.

## Supportive Housing Services Oversight Committee Meeting Summary

Carter suggested showing the number of people housed and number of Regional Long-term Rental Assistance (RLRA) vouchers used.

Roserria shared that workforce housing and job training should also be highlighted.

Maria proposed adding drug and alcohol treatment and recovery services.

*Patricia shared that is incorporated in the behavioral health service category.*

Seth added that built capacity including new shelter beds and housing units should be included.

### **Section 4: Advancing Racial Equity**

Roserria shared that the report should disaggregate the data, and identify which services culturally specific individuals are receiving, not just total numbers of individuals served. For example, X amount of Native Americans are receiving permanent supportive housing.

Jenny added that there should be explicit context for equity, such as background information on systemic racism.

Dan shared that the report should be written as if the audience knows nothing about the program.

### **Section 5: Challenges**

Carter suggested placing tax collection under successes.

Dan added that handling tax revenue is a large responsibility and that it must have a strong foundation to last for at least 10 years.

Metro Councilor Lewis proposed that the Committee should identify solutions with challenges.

Multnomah County Commissioner Jayapal added that the solutions should be addressed with detailed regional approaches.

*Carter, Dan, and Felicita all agreed to this approach.*

Carter shared that a challenge has been collecting data results and presenting them in a meaningful way.

Seth stated that there needs to be data contextualization.

Dan shared that the report should be results oriented.

### **Section 6: Success, Opportunities, and Improvement**

Felicita proposed adding asterisks on the list provided around training and capacity building since this work can't be done without service providers.

Kathy shared that there are culturally specific service providers that aren't 501©3 nonprofits but serve the communities and are looking for fiscal sponsorship. She asked how to build capacity for those culturally specific providers.

Seth noted that Oregon ranks low out of all U.S. states for behavioral health capacity and the Committee should set expectations for commitments made in the behavioral health sector.

Dan suggested renaming Section 6. He also recognized the importance and value of nonprofits.

Co-chair Emmons proposed that the Committee create a communications strategy.

## Supportive Housing Services Oversight Committee Meeting Summary

*Patricia replied that the first step would be to invite the Metro Communications Team to present the current communications strategy to the Committee. She said it is acceptable to add a communications strategy as a recommendation.*

*Jeremiah shared that the public will see evidence of the problem more than the solutions in their daily life and that this program is focused on long term change. He believed that a communications plan won't solve the problem but being steadfast in the work to end homelessness will.*

*Co-chair Emmons agreed and added that distributing a positive report will help tell the story that change is happening.*

*Patricia reminded the Committee of the SHS website which has information folks can share.*

*Seth noted that the website is great and there is a lot of information on it.*

Carter shared that success looks like building community confidence in the program so that it is reinstated again in seven years.

Seth agreed with Carter and added that success includes focusing on housing first, equity and capacity expansion, regional collaboration, and funding partnerships that builds housing and shelters.

Maria stated that success includes folks maintaining housing and receiving wrap around services.

Becky shared that success is making progress in racial equity and increasing services.

Kathy added that there should be funding transparency and continued efforts to build partnerships.

Felicita shared that the top outcomes that came to her mind are cross-county leasing work, housing more people, and increasing education in other sectors to see where they can plug into the effort.

Roserria stated that equity is an extremely important issue and it's important to address why housing issues disproportionately impact people of color and how it got this way. She said equity, including wage equity, is important and cross-county collaboration can help address this issue.

Co-chair Emmons said her top outcomes include data on how many people are getting housing and retention, outcome monitoring, expanding capacity for culturally specific services, and eviction prevention. She asked county staff what the solution to wage equity could be.

Dan shared his top outcomes include permanent housing, eviction intervention, and a positive public perception of the program.

Jenny wanted the report to demonstrate that the percentage of services provided to people of color is higher than the population census percentage, and that the quality of outcomes should not be seen as a limited set of resources.

### Next Steps

Patricia thanked everyone for their input and stated that Metro will present a detailed outline of the report during the January 30th meeting.

Carter asked if the Committee's annual report will include a financial report.

Patricia replied that it should have been in the outline. and that it will be included in the report under the regional roll up section.

Co-chair Emmons provided closing remarks. Next steps include:



## Supportive Housing Services Oversight Committee Meeting Summary

- Metro will share Sarah Richmond's comment with their finance team
- January 30<sup>th</sup> meeting

### **Adjourn**

Adjourned at 1:00 pm.

# Metro Supportive Housing Services Program

## FY23 Q1 Quarterly Reports by County

[Clackamas County](#)

[Multnomah County](#)

[Washington County](#)

# Memo

Date: January 30, 2023  
To: Supportive Housing Services Oversight Committee  
From: Rachael Lembo, Finance Manager  
Subject: FY23 Financial Update

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

## Financial Report

The FY23 financial report through December 2022 is enclosed with this memo.

## Tax Collection and Disbursement Summary

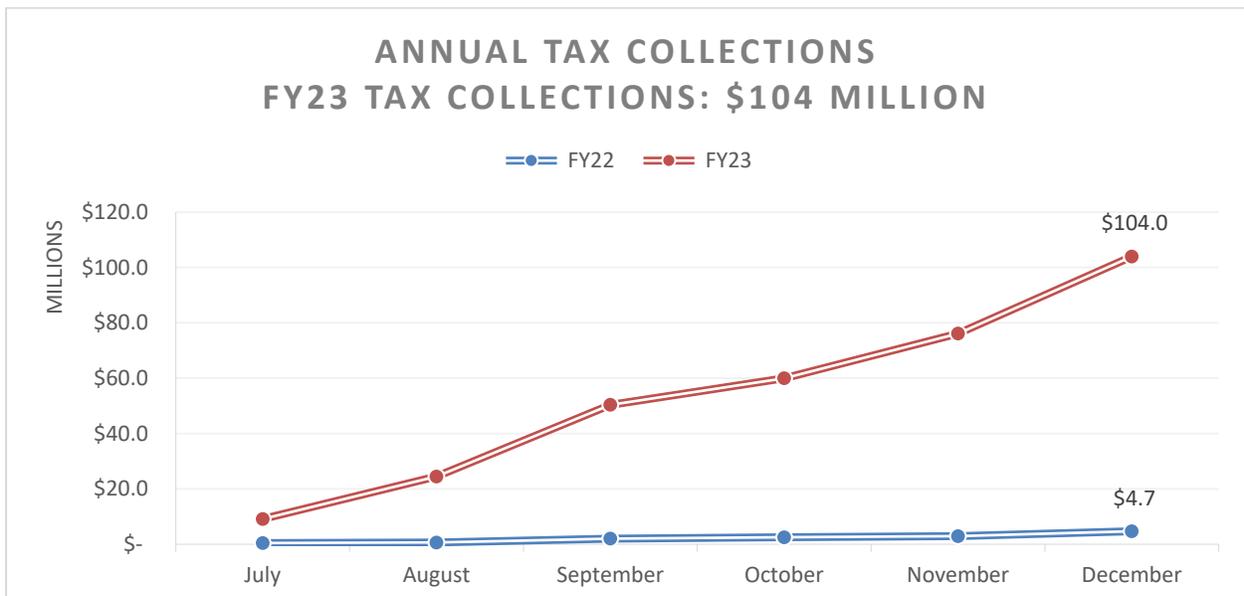
FY23 tax collection and disbursement figures on a cash basis are included below. This includes collections by the tax administrator through December 2022, which were received by Metro and disbursed to County Partners in January 2023.

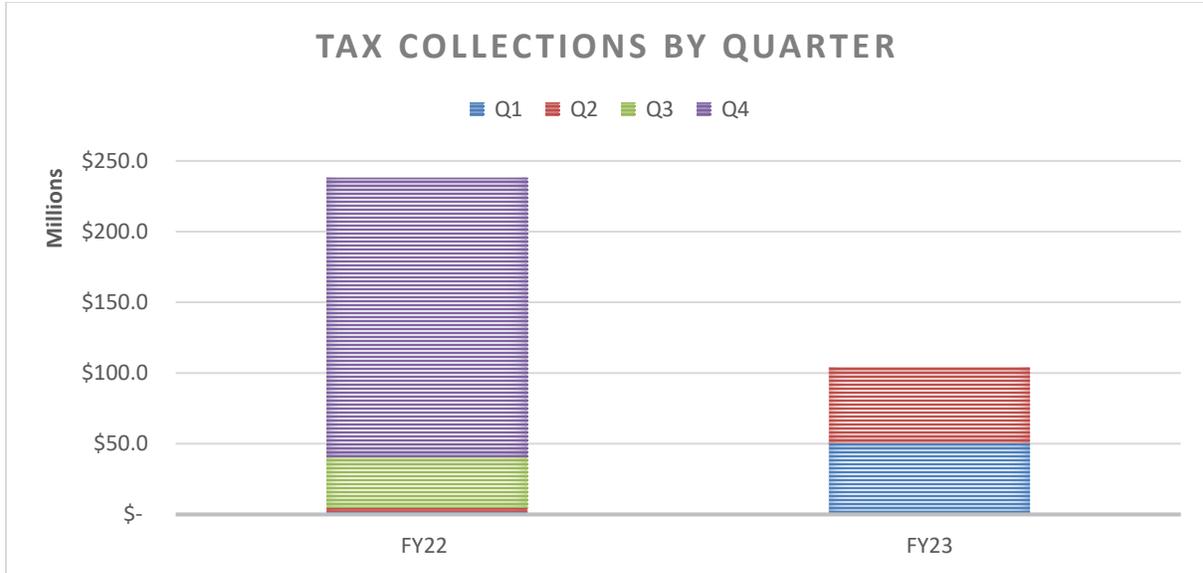
<b>Total Tax Collected this FY</b>	<b>\$103,956,498</b>
<b>Total Disbursed to County Partners this FY</b>	<b>\$93,155,951</b>

## Tax Collections

The charts below compare total tax collections in FY23 to FY22. As expected, they continue to show a more consistent pattern of collections as compared to FY22, when the majority of collections occurred in Q4.

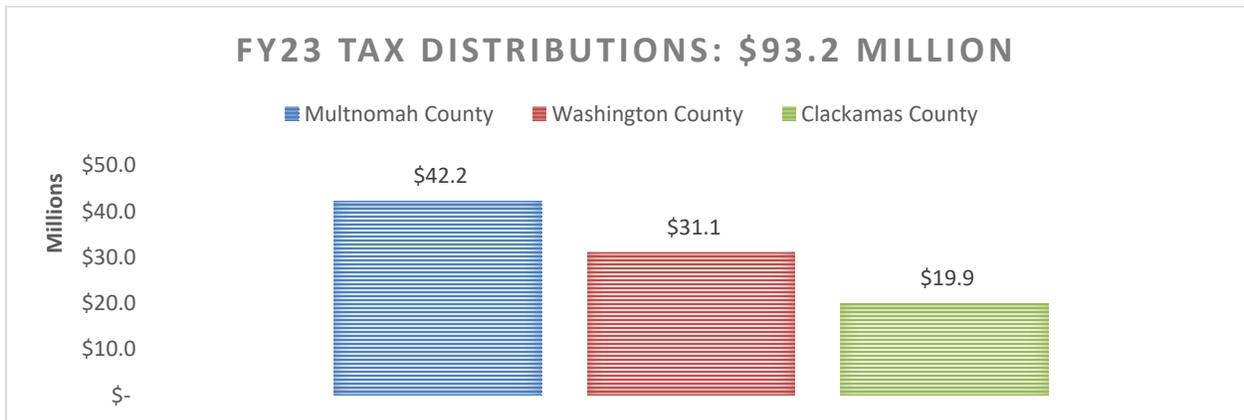
The first chart shows cumulative tax collections by month for a total of \$104 million in collections from July-December in FY23. Our tax administrator is continuing to process 2021 returns, and in just a couple months will start to receive 2022 returns.





**Tax Disbursements**

The chart below shows tax disbursements to the county partners in FY23.



# Metro Supportive Housing Services Fund

Financial Report

FY22-23, December 2022

	Annual Budget	July-December Actuals	Variance Under / (Over)	% of Budget	Comments
<b>Revenues</b>					
Business Income Tax	112,500,000	34,799,875	77,700,125	31%	
Personal Income Tax	112,500,000	36,633,177	75,866,823	33%	
Interest Earnings	281,250	216,248	65,002	77%	
<b>Total Revenues</b>	<b>225,281,250</b>	<b>71,649,300</b>	<b>153,631,950</b>	<b>32%</b>	
<b>Expenditures</b>					
Personnel Services	1,350,160	412,399	937,761	31%	11.1 FTE
Materials and Services	216,196,561	17,221,515	198,975,046	8%	see detail below
Transfers-E	13,861,913	955,953	12,905,961	7%	cost allocation plan, debt service
<b>Total Expenditures</b>	<b>231,408,634</b>	<b>18,589,867</b>	<b>212,818,767</b>	<b>8%</b>	
Contingency	9,265,617	-	9,265,617		
<b>Change in Fund Balance</b>	<b>(15,393,001)</b>	<b>53,059,434</b>	<b>(68,452,435)</b>		
Beginning Fund Balance	15,393,001	177,201,219	(161,808,218)		
<b>Ending Fund Balance</b>	<b>-</b>	<b>230,260,653</b>	<b>(230,260,653)</b>		
<b>Materials and Services detail:</b>					
Tax Collection Costs	14,436,666	2,578,175	11,858,491	18%	
County Partners Expenses*	200,302,355	14,449,851	185,852,504	7%	
Other	1,457,540	193,489	1,264,051	13%	
<b>Materials and Services total</b>	<b>216,196,561</b>	<b>17,221,515</b>	<b>198,975,046</b>	<b>8%</b>	

\*County Partners Expenses above is based on county quarterly financial reports, not the amount Metro disbursed to them. Tax collection and disbursement figures on a cash basis are included below.

<b>Total Tax Collected this FY</b>	<b>103,956,498</b>	<i>Reflects tax collections and disbursements (on a cash basis) from July - December 2022 tax collection</i>
<b>Total Disbursed to County Partners this FY</b>	<b>93,155,951</b>	<i>period.</i>

## **Supportive Housing Services Year One Report Outline Draft for Regional Oversight Committee Input**

### **1. Transmittal Letter from Oversight Committee**

- 1.1. Brief summary of Oversight Committee's performance of its role in reviewing counties' annual reports for consistency with LIPs and assessing performance, challenges, and outcomes
- 1.2. Executive summary of the report's highlights
- 1.3. Oversight Committee's recommendations
  - Potential categories:*
  - (a) Regional communications strategy*
  - (b) Budget reporting and expectations*
  - (c) Workforce issues (including pay equity)*
  - (d) Priority areas for program expansion*
  - (e) Data reporting and evaluation*
  - (f) Recommendations to Tri-County Planning Body*

### **2. Introduction**

- 2.1. Context: systemic factors underlying homelessness, how SHS fits within the overall effort to address homelessness, SHS's role in relation to other systems, goals of SHS measure
- 2.2. Framing: Significant progress was made in year one in laying the groundwork for the 10-year program
- 2.3. Overview of report sections

### **3. SHS Program Background**

- 3.1. SHS ballot measure, guiding principles, equity focus, priority populations, service areas
- 3.2. SHS accountability structure, local implementation plans, SHSOC oversight
- 3.3. Funding allocations and requirements

### **4. Year One Overview**

- 4.1. System-building work required to create the foundation for SHS implementation
- 4.2. Revenue flow and timing, and the impact on year-one budgets and expenditures
- 4.3. Overview of key year-one accomplishments
- 4.4. Overview of key year-one challenges

### **5. Housing and Services**

- 5.1. Summary of key program activities and investments, focusing on housing placements, RLRA, supportive services, eviction prevention, shelter, and expanded system capacity
- 5.2. Rolled up data by county and region for:
  - Housing placements: (a) total housing placements, (b) RLRA placements
  - People prevented from entering homelessness
  - Shelter beds created or sustained
  - Expanded system capacity: (a) new supportive housing units created, (b) new year-round shelter beds created
  - Demographic data for total housing placements and homelessness preventions
- 5.3. Challenges and next steps

## **6. Partnerships and Capacity Building**

- 6.1. Summary of counties' work to build a regional system of care through partnerships with nonprofits, highlighting strategies to engage new partners and culturally specific organizations
- 6.2. Rolled up data by county and region for:
  - Contracts with culturally specific organizations providing services in year one
  - SHS funding received by culturally specific service providers in year one
- 6.3. Capacity building challenges, year-one investments to support capacity building, and next steps

## **7. Cross-Sector Work**

- 7.1. Examples of how counties are using SHS to leverage increased capacity and service alignment with other systems, with a focus on behavioral health (mental health and addiction recovery)
- 7.2. Summary of SHS and Metro Housing Bond alignment
- 7.3. Rolled up data by county and region for:
  - Number of bond-funded units that will use SHS-funded services to create PSH

## **8. Regional Coordination**

- 8.1. Summary of year-one regional coordination work focusing on RLRA, tri-county cooperative procurements, and establishing regional data standards and reporting systems
- 8.2. Formation of Tri-County Planning Body, plans for next steps

## **9. Advancing Racial Equity**

- 9.1. Context: role of systemic racism in creating disparities, importance of culturally specific services
- 9.2. Overview of counties' year-one racial equity strategies
- 9.3. What counties' equity analyses tell us about progress, challenges, and continued disparities
- 9.4. Counties' plans for next steps

## **10. Performance Assessment**

- 10.1. Assessment of counties' alignment with the year-one priorities in their LIPs
- 10.2. Assessment of counties' progress in achieving the year-one goals in their LIPs

## **11. Financial Review**

- 11.1. Year-one budgets and actuals
- 11.2. Unspent funds and year-two budgets

## **12. Looking Forward**

- 12.1. Regional plans/improvements in place for year two
- 12.2. Counties' plans for year two expansions and new programs

## **13. Appendix**

- 13.1. Counties' annual plans
- 13.2. Counties' quarterly reports

## **Stories**

Stories that illustrate the impacts of year-one investments will be released in tandem with the report as part of a broader communications strategy around the annual report.

**Metro Information Request to Counties: Carryover Funding and Uses**

SHS Oversight Committee members recently posed questions requesting more information on county partner carryover funding from Fiscal Year 21-22 (FY21-22) and the uses of these funds. Committee members asked for more clarity specifically on:

- **Total revenues received in FY21-22 (projected and amount over the projected amount)**
- **Total budgeted and total spent in FY21-22**
- **Total amount carried over and use of those funds in FY2023+, including more clarity on reserves funding.**

Metro staff requested this information from counties. The request and county responses are below.

**County: CLACKAMAS**

**Part 1: FY21-22 Rollover**

**Please verify the figures below.** These were all taken from your FY21-22 annual report. In red are questions that need to be answered/clarified.

<b>Description</b>	<b>Amount</b> (in millions, rounded down)	<b>Notes and source</b> <i>Source is Clack County FY21-22 annual report unless otherwise specified</i>
<b>Total funds received in FY21 and FY22</b>	<b>\$44.26</b>	<i>Includes interest earnings and \$5M loan from Metro</i>
Total “expected/projected” funds received	<b>\$24.50</b>	Projected revenues for FY21-22
Total “unexpected/over projected” funds received	<b>\$19.79</b>	Math is the total received (\$44.2M) less expected (\$24.5M) = \$19.77
<b>Total approved budget in FY21-22 (including reserves)</b>	<b>\$10.00</b>	
Total expected funds not budgeted in FY21-22	\$14.50	Math- \$24.5 – 10.0 = \$14.5M
<b>Total spent in FY21-22</b>	<b>\$3.36</b>	
Total carryover	<b>\$40.91</b>	Total revenue less expenses (\$44.26 – 3.35 = \$40.91)
Unspent budgeted funds	\$6.64	Budget less expenses (\$10.0 – 3.35 = \$6.6)
Unbudgeted expected funds	\$14.50	Carried down from above.
Unexpected funds	\$19.79	Carried down from above

**Part 2: Please answer the questions below.**

In which ways did you allocate your **carryover funds for FY23**? What are you using these carryover funds for?

Clackamas County is using its FY 2021-22 carryover funds as its operating budget for FY 2022-23. Due to the bulk of tax collections coming late in the fiscal year, at least in the initial years of this new tax, Clackamas County made a policy choice that had the effect of it budgeting funds in the year following

collections. This means that its FY 2021-22 revenue is being used to fund its FY 2022-23 programs and services. Based on this budgeting approach, Clackamas County does not have a “carryover” balance like it would if it was using current year revenue to fund its operating budget.

Clackamas County is re-evaluating this approach and considering budgeting both its prior year carryover balance(s) *and* Metro’s projected revenue starting in FY 2023-24. If this change is made, the county will incorporate a spend-down plan for the carryover balance in its future budget planning.

**Please list amounts in each of these categories, to answer the above questions.** Give more detail under Program investments by typing out the larger categories and their amounts (e.g. supportive housing, shelter). – N/A. Carryover is funding current year’s budgeted program operations.

- Program investments (big categories are fine)
- Capacity building (list out examples of what you’re investing in here)
- Reserves
  - Stabilization reserve
  - Regional Investment Fund
  - Contingency reserve
- Other (capital? Short-term investments that don’t fit into above categories?)

#### **Ask #2: Spend-Down Plan – Use of Carryover Funds**

**Please respond to the following via an email or complete this document and send it back to Nui at Metro:**

For entire FY23 program funds (FY23 forecasted + FY22 carryover):

- **Reserves:**
  - **Existing reserves carried over from FY22** (by the three reserve types). Funds that were allocated in the FY21-22 budget for reserves and are carried into FY23.
    - Stabilization reserve:
      - \$0
    - Contingency Funds:
      - \$0
    - Regional Investment Fund:
      - \$2,201,574 (based on actual collections amount)
  - **New reserve investments in FY23** (new funding allocated to reserves, by the three reserve types. In other words, added funds in FY23 that were not in reserves already in FY22):
    - Stabilization reserve
      - **\$1,610,000** (based on budgeted carryover balance)
    - Contingency funds
      - **\$1,610,000** (based on budgeted carryover balance)
    - Regional Investment Fund
      - **\$1,610,000** (based on budgeted carryover balance)

These amounts will be “trued up” based on actual collections and/or projected revenue for FY 2023-24.

**Future Carryover:** Total amount of funds anticipated to be carried into following fiscal years (Fiscal Year 2024+) (future carryover funds)

- List total amount you expect to carry into 2024
  - \$58.74 million (including projected \$42.73 million in current year revenue)
- Any amounts you anticipate carrying beyond 2024? List total amount.
  - To be determined based on whether Clackamas County makes a change from its current practice of budgeting in the year following collections, but up to \$40.00 million, depending on the cadence of revenue collections and the beginning fund balance needed to cover program operating expenses early in the fiscal year.
- Anticipated timeline of spending all carryover funds (we know you’ll need to guess here, that’s fine.)
  - To be determined based on whether Clackamas County makes a change from its current practice of budgeting in the year following collections and depending on the cadence of revenue collections and the beginning fund balance needed to cover program operating expenses early in the fiscal year.

## **Metro Information Request to Counties: Carryover Funding and Uses**

**SHS Oversight Committee members recently posed questions requesting more information on county partner carryover funding from Fiscal Year 21-22 (FY21-22) and the uses of these funds. Committee members asked for more clarity specifically on:**

- **Total revenues received in FY21-22 (projected and amount over the projected amount)**
- **Total budgeted and total spent in FY21-22**
- **Total amount carried over and use of those funds in FY2023+, including more clarity on reserves funding.**

**Metro staff requested this information from counties. The request and county responses are below.**

**County: MULTNOMAH**

**Part 1: FY21-22 Rollover**

*See next page*

**Please verify the figures below.** These were all taken from your FY21-22 annual report. In red are questions that need to be answered/clarified.

<b>Description</b>	<b>Amount</b> (in millions, rounded down)	<b>Notes and source</b> <i>Source is Multnomah County FY21-22 annual report unless otherwise specified</i>
<b>Total funds received in FY21-22</b>	<b>\$98.11</b>	<i>Includes actual tax revenues, interest earnings, and beginning working capital (BWC)</i>
Actual Tax Receipts	97.84	<i>Accrual Basis (July 21-June 22)</i>
BWC and Interest Earnings	0.27	
<b>Total Adopted Budget in FY21-22</b>	<b>\$52.13</b>	<i>Includes projected tax revenues and other revenues</i>
Forecasted SHS Tax Receipts	52.13	<i>Original Metro SHS Forecast (note: Metro revised forecast mid-year to \$68.4)</i>
<b>Total actual expenditures FY21-22</b>	<b>\$36.39</b>	
Actual Revenues minus Adopted Budget	45.98	<i>Total received (\$98.11m) less budget (\$52.13)</i>
<b>Total fiscal year ending 21-22 balance</b>	<b>\$61.72</b>	<i>Total received (\$98.11m) less actual expenditures (\$36.39M)</i>
FY21-22 revenues above forecast budgeted in FY22-23 Adopted Budget	16.32	<i>Metro revised FY21-22 revenue forecast mid-year. Multnomah County budgeted tax receipts in FY22-23</i>
FY21-22 revenues received in July-August 22 for quarter ended 6/30/22. 60 days of tax receipts are backed dated per County accounting policy	11.77	<i>Revenues are assumed to be in FY22-23 SHS forecast. \$11.77m is budgeted in FY22-23 adopted budget</i>
<b>Subtotal FY21-22 Revenues</b>	<b>28.09</b>	<i>Subtotal (16.32m plus 11.77m)</i>
<b>Total actual one-time only carryover</b>	<b>\$33.63</b>	<i>Total revenue less expenses (\$61.72m – \$28.09m)</i>
<b>*Allocation of \$33.63m is detailed below</b>		

**Part 2: Please answer the questions below.**

In which ways did you allocate your **carryover funds for FY23**? What are you using these carryover funds for?

Multnomah County allocated the carryover funds consistent with our local implementation plan that sets a framework for addressing homelessness in our community. The different investments included programming that will help support housing stability for people on the edge of houselessness and accelerate the work to meet goals around housing placement and PSH. There were also funds allocated to the SHS contingency fund and the stabilization reserve.

**Please list amounts in each of these categories, to answer the above questions.** Give more detail under Program investments by typing out the larger categories and their amounts (e.g. supportive housing, shelter).

- Program investments (big categories are fine – PSH, shelter, e.g.)
  - **Eviction Prevention:** \$15M will be distributed via our community’s existing eviction prevention rent assistance networks, so we can keep 3,400 more households in housing and help them avoid homelessness.
  - **Permanent Supportive Housing:** 1.1M will be distributed through client assistance for PSH programming to support the Supportive Housing goals set out in the LIP.
  - **Rapid Rehousing & Placement:** \$120K will be distributed through the Emergency Housing Vouchers to support rapidly leasing up vouchers.
- Capacity building (list out examples of what you’re investing in here)
- Reserves
  - **Stabilization reserve:** **\$5.0M**
  - Regional Investment Fund
  - **Contingency reserve:** **\$12.38M**
  - Other (capital? Short-term investments that don’t fit into above categories?)

**Ask #2: Spend-Down Plan – Use of Carryover Funds**

**Please respond to the following:**

For entire FY23 program funds (FY23 forecasted + FY22 carryover):

- **Reserves:**
  - Existing reserves carried over from FY22 (by the three reserve types). Funds that were allocated in the FY21-22 budget for reserves and are carried into FY23.
    - **Stabilization reserve** **\$0**
    - **Contingency funds** **\$0**
    - **Regional Investment Fund** **\$0**
  - **New reserve investments in FY23** (new funding allocated to reserves, by the three reserve types. In other words, added funds in FY23 that were not in reserves already in FY22):
    - **Stabilization reserve** **\$5M**
    - **Contingency funds** **\$12.38M**
    - **Regional Investment Fund** **\$3.42M**

Total amount of funds anticipated to be carried into following fiscal years (Fiscal Year 2024+) (future carryover funds)

- List total amount you expect to carry into 2024
- Any amounts you anticipate carrying beyond 2024? List total amount.
- Anticipated timeline of spending all carryover funds (we know you’ll need to guess here, that’s fine.)

## Metro Information Request to Counties: Carryover Funding and Uses

SHS Oversight Committee members recently posed questions requesting more information on county partner carryover funding from Fiscal Year 21-22 (FY21-22) and the uses of these funds. Committee members asked for more clarity specifically on:

- **Total revenues received in FY21-22** (projected and amount over the projected amount)
- **Total budgeted and total spent in FY21-22**
- **Total amount carried over and use of those funds in FY2023+, including more clarity on reserves funding.**

Metro staff requested this information from counties. The request and county responses are below.

County: WASHINGTON

Part 1: FY21-22 Rollover

Please verify the figures below. These were all taken from your FY21-22 annual report. In red are questions that need to be answered/clarified.

Description	Amount (in millions, rounded down)	Notes and source <i>Source is WA County FY21-22 financial report unless otherwise specified</i>
<b>Total funds received in FY21 and FY22</b>	<b>\$63.59</b>	<i>Includes interest earnings</i>
Total "expected/projected" funds received	\$38.32	Projected revenues for FY21-22
Total "unexpected/over projected" funds received	\$25.27	Math is the total received (\$63.59M) less expected (\$38.32M) = \$25.27
<b>Total approved budget in FY21-22 (including reserves)</b>	<b>\$30.39</b>	
Total expected funds not budgeted in FY21-22	\$7.93	Math = Total expected/projected (\$38.32) – Total budgeted (\$30.39) = \$7.93M. <i>Note: These funds may have been allocated to a contingency reserve.</i>
<b>Total spent in FY21-22</b>	<b>\$16.17</b>	
Total carryover	<b>\$47.42</b>	Total revenue less expenses (\$63.59 – 16.17 = \$47.42)
Unspent budgeted funds		
Unbudgeted expected funds		
Unexpected funds		

Part 2: Please answer the questions below.

In which ways did you allocate your **carryover funds for FY23**? What are you using these carryover funds for?

SHS is planning for at least \$40 million in one-time investments to support the capacity and sustainability of new programs.

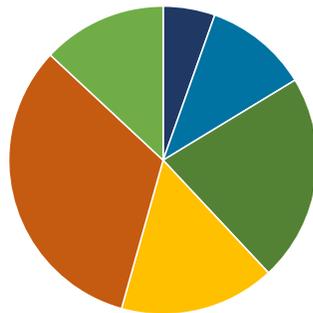
There will be additional one-time investments in future years, based on actual revenue collected and underspent contracting, and program/infrastructure needs.

**Please list amounts in each of these categories, to answer the above questions.** Give more detail under Program investments by typing out the larger categories and their amounts (e.g. supportive housing, shelter).

- Program investments (big categories are fine)
- Capacity building (list out examples of what you're investing in here)
- Reserves and Set Aside Funds
  - Stabilization reserve
  - Regional Investment Fund
  - Contingency reserve
- Other (capital? Short-term investments that don't fit into above categories?)

## → SHS One-time investments

\$46 Million Planned for FY 22/23



- Stability Reserves: \$2.5M
- Program reserves: \$5 M
- Shelter Capital Fund: \$10 M
- Access Center Capital Fund: \$7.5 M
- PSH Acquisitions: \$15M
- Eviction Prevention: \$6 M

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### Spend-Down Plan – Use of Carryover Funds

**Please respond to the following:**

For entire FY23 program funds (FY23 forecasted + FY22 carryover):

- **Reserves and Set Aside Funds:**
  - **Existing reserves carried over from FY22** (by the three reserve types). Funds that were allocated in the FY21-22 budget for reserves and are carried into FY23.

- Stabilization reserve:
- Contingency Funds:
- Regional Investment Fund:
- **New reserve and set aside fund investments in FY23** (new funding allocated to reserves, by the three reserve types. In other words, added funds in FY23 that were not in reserves already in FY22):
  - Stabilization reserve
  - Contingency funds
  - Regional Investment Fund

**Future Carryover:** Total amount of funds anticipated to be carried into following fiscal years (Fiscal Year 2024+) (future carryover funds)

- List total amount you expect to carry into 2024
- Any amounts you anticipate carrying beyond 2024? List total amount.
- Anticipated timeline of spending all carryover funds (we know you'll need to guess here, that's fine.)

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## Background

In May 2020, Metro-area voters approved one of the largest homeless services funding measures in the nation: ballot measure 26-210, more commonly known as the supportive housing services (SHS) revenue measure. The measure is projected to generate approximately \$250M per year and envisions a new regional system governed by four jurisdictions: Metro, and Clackamas, Multnomah and Washington counties. Our collective goal is to permanently end homelessness for thousands of individuals, prevent homelessness for tens of thousands more, and to create a regional system of care that supports coordination, collaboration and alignment of efforts across jurisdictional and community partners. More information about the tax can be found on Metro's website: [Supportive housing services tax](#).

Metro's primary role is to provide accountability and oversight of the funding and to convene and coordinate long-term regional solutions. Over the course of decades, Metro has established a successful track record of bringing jurisdictions and partners together to accomplish transformative goals as evidenced by Metro's work in transportation, land use and long-range planning to name a few. By building upon this strong foundation and applying our values and guiding principles, we are working with community to build a just and equitable future for our region.

Following voter approval of the SHS ballot measure in 2020, Metro staff immediately got to work to build the new systems and partnerships necessary for successful implementation.

While not exhaustive, the following summary will outline the nature of the work Metro undertook between July 1, 2021 and June 30, 2022.

## Oversight and accountability

### Regional Oversight Committee

The Regional Oversight Committee was established to ensure transparent oversight of the regional program on behalf of the Metro Council. The committee:

- Evaluates County plans and recommends changes as necessary to ensure consistency with program goals and guiding principles, and makes recommendations to Metro Council for approval;
- Accepts and reviews annual reports for consistency with approved local plans;
- Monitors financial aspects of regional program administration, including review of expenditures; and

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- Provides yearly reports and presentations to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners evaluating program performance, challenges and outcomes.

Metro staff has played a key role in the formation and management of the oversight committee since its start in fall of 2020. In September of that year, Metro staff led the recruitment process for the committee's 15 members, which represent a broad range of personal and professional experience including people with lived experience of homelessness or housing instability.

Two of the members were selected to be chairpersons for the committee. The chairpersons work with staff to support and provide guidance on content and ideas to meet the committee goals, improve committee processes, support decision making procedures and help develop agendas and the overall work plan of the committee.

The chairpersons work with staff to support and provide guidance on content and ideas to meet the committee goals, improve committee processes, support decision making procedures and help develop agendas and the overall work plan of the committee. Metro staff and cochairs work together, meeting at least twice per month, to develop and plan for general meetings. Along with the facilitator, staff work to support and be responsive to the needs of the committee in successfully fulfilling their role (e.g., providing research, facilitating communication with the counties, etc.).

In addition to this work, Metro staff identified opportunities for training and further education and coordinated three retreats to support the success of the committee. Additionally, staff continue to support the committee by coordinating committee processes, practices and workflow, managing reappointments and leading new recruitments and soliciting regular feedback from members about how to improve meetings, materials and their overall experience on the committee.

## Metro Council

Metro Council exercises effective and transparent oversight and accountability to assure that we collectively deliver on our promises to the voters. Staff conduct small group briefings with Metro Councilors regarding progress and policy guidance. Additionally, staff prepare updates and informational presentations to share at Metro Council work sessions. This includes but is not limited to planning and supporting the SHS oversight committee presentation of the regional annual report to Metro Council and the three county boards of commissioners.

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## Building a new regional system

### SHS intergovernmental agreements

To ensure that the will of the voters is reflected throughout all aspects of our work, SHS requires a variety of structures, agreements, tools and community-member committees, all of which have been built from scratch. One of the most foundational is intergovernmental agreements (IGAs) between Metro and the jurisdictional partners that describe roles, responsibilities, expectations and remedies for challenges that may arise. IGAs were completed and signed in January 2022 and set the path for productive partnerships.

### Tri-County Planning Body (TCPB)

The central promise of the SHS initiative is to establish a coordinated, region-wide effort to end people's homelessness. In service of this vision, the SHS ballot measure called for the creation of a Tri-County Planning Body (TCPB): a new community-member based model for setting regional priorities. Over several months, Metro staff led the drafting of a TCPB committee charter in coordination with county partners. Additionally, staff led the TCPB recruitment process with counties, starting in November 2021. The first slate of members was approved by the three county boards and submitted to Metro Council for appointment in May 2022.

The TCPB was officially launched in June 2022 with the first of three onboarding retreats. The committee is composed of 17 members that represent geographic diversity and include elected officials and people with lived homeless experience, people of color and other marginalized communities, representatives from business and faith areas, people who provide housing and homelessness services and people working in health and behavioral health. Over 60% of members are people of color and over 70% have lived experience of homelessness or housing instability.

The group is responsible for creating a regional plan that will lay out regional goals, strategies and outcome metrics related to addressing homelessness throughout the region. Implementation of this plan will be paid for by the Regional Investment Fund (RIF), a pool of money created through a 5 percent set-aside from each county. The TCPB's ongoing role will be to guide and monitor the implementation of the RIF to support the counties and Metro in achieving program alignment, coordination and outcomes at a regional level. The group does not replace community-centered local implementation plans but regionalizes existing efforts to be as effective as possible by coordinating across the region.

# Metro operations: Year 1 update

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The work of the TCPB is unprecedented in its scope and in its collaboration with four separate jurisdictions. This collaboration is led by Metro staff, who directly supports the committee and leads the coordination of policy research and analysis in partnership with staff from the counties.

## Reporting tools

Effective oversight, accountability and transparency requires operational tools that provide quantitative and qualitative data and insight about implementation. Metro has the responsibility of assuring that we are making progress on the commitments we have made through local implementation plans. To this end, staff worked with county partners to develop the quarterly report template, the annual work plan template, budget template and annual report outline, all of which are intended to create consistency and standardization of metrics and data across the three jurisdictions.

Each county is at a different starting place. Some counties have long standing infrastructure while others are starting from scratch. Due to these differences, jurisdictions are embarking on aligning data and practices. This effort will take several years to complete. The templates are reflective of what counties can collectively report on in FY22. As we make progress on alignment, templates will be improved. Process improvement for reporting tools and other aspects of operations will be revisited on an annual basis.

## **Communications**

Effective and proactive communication has been emphasized by many stakeholders as a key component of the successful implementation of SHS. In recognition of this, Metro has worked to increase its communications capacity both through the Metro communications department and working with consultants, all leading to more consistent and coordinated communications. The Metro housing and communications teams worked together with jurisdictional partners and consultants to develop strategies that better communicate our work to the public. One of the products of this work is a Metro housing explainer video that helps educate the public about our housing work more broadly.

A highlight of this work has been the multi-jurisdictional communications coordination, allowing Metro and the three counties to be more aligned in our messaging. It has also enabled Metro to regularly develop stories that provide insight into how this work transforms people's lives. Stories show SHS implementation work in each of the counties, which have been highlighted on Metro's website as well as on social media and through the

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Metro housing newsletter, and are used by stakeholders to bring attention to the successes of the first year of supportive housing services implementation.

## Building the Metro housing team

Metro is implementing two historic measures which will have a transformative impact on our community. While this summary is focused on FY22, it is relevant to understand the direction for FY23 for capacity expansion. At the end of FY22, the Metro housing department was comprised of 8 staff members, with 4.8 FTE dedicated to SHS. In the organizational chart below, blue boxes were existing FY22 positions, red boxes are positions added in FY23 and orange boxes are staff on Metro’s communication’s team working on housing. The Regional Housing Director and Housing Program Assistant each dedicate about .5 FTE to SHS. The FY23 budget included the addition of 4 FTE and a budget amendment in September of 2022 added another 4 FTE. Of the new FTE, 5 FTE will be fully dedicated to SHS and the other three will divide their time between SHS and the affordable housing bond.

## FY23 Adopted Budget

- 4 new FTE in the Adopted Budget
  - 1.0 Housing Assistant Director
  - 1.0 Housing Bond Policy and Planning Coordinator
  - 1.0 Housing Executive Assistant
  - 1.0 Tri- County Planning Body Program Assistant
- 4 additional FTE September Budget Amendment
  - 2.0 FTE for SHS data framework development
  - 2.0 FTE for SHS regional plan development

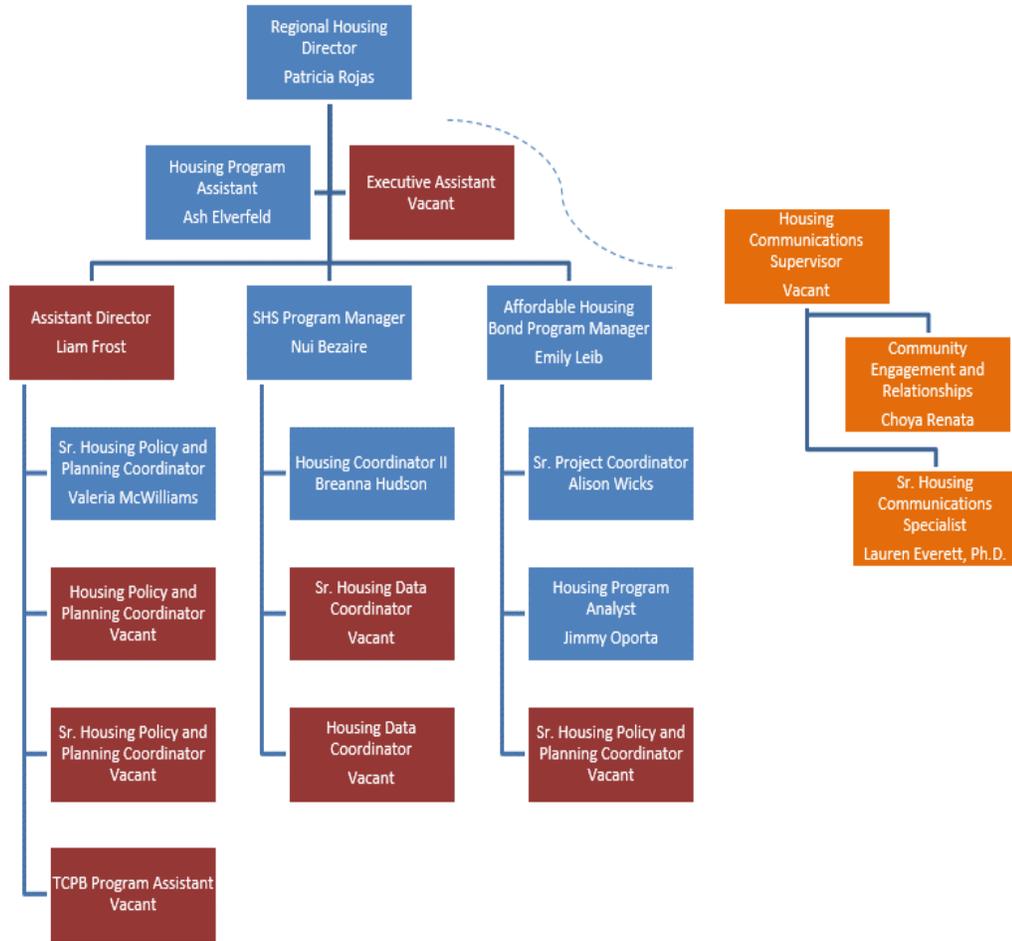
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## Metro Housing Department Organizational Chart



As the scale and scope of work for SHS increase in complexity and expectations, new skills and capacity are being added to the team. Policy, data, executive leadership and administrative support are all areas of capacity expansion.

Skills and capacity we are expanding also include the ability to lead with race and exemplify the values that drive this partnership and work. Our team is committed to advancing racial equity organizationally as a critical step towards creating a more equitable community.

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## Metro FY22 financial summary

### Tax collections

FY22 tax collection and disbursement figures on a cash basis are included below. This reflects collections as received by our tax administrator and includes payments to the counties in July 2022 for collections received in June 2022.

<b>Tax collection and disbursement summary</b>	<b>FY22</b>
<b>Tax collections (April 2021-June 2022)</b>	<b>\$239,469,627</b>
<b>Interest from tax administrator</b>	8,259
<b>Tax collection costs (FY21 and FY22)</b>	(18,967,255)
<b>Net tax collections</b>	<b>220,510,630</b>
<b>Tax administrator reserve</b>	(200,000)
<b>Metro administration</b>	(11,025,532)
<b>Total disbursed to County Partners (July 2021-July 2022)</b>	<b>209,285,099</b>
<b>Multnomah County</b>	94,875,911
<b>Washington County</b>	69,761,700
<b>Clackamas County</b>	44,647,488

### Tax collection costs

The implementation of this new tax collection system has gone smoothly; all major rollouts were implemented on time and within budget.

Tax implementation (one-time) costs were significant as Metro implemented two separate taxes, personal and business. Implementation costs include software definition, development, testing, training and support provided by the City of Portland Revenue Division's software vendor. This work was primarily complete by the end of FY22, however, the final phase was completed in FY23.

Ongoing tax collections costs include Revenue Division personnel, who manage all aspects of administration, including providing customer service to tax filers, collecting estimated tax payments, auditing returns, assessing and collecting the tax, penalties and interest,

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making refunds, and hearing appeals. Software costs in FY22 do not include ongoing support costs, as the software was still being implemented.

## Administration and oversight costs

Metro is allowed up to 5% of net tax collections for administration and oversight, which amounted to \$11.0 million in FY22. This funded FY21 and FY22 costs of \$3.1 million, and the balance was carried forward to FY23.

Metro's FY22 administrative and oversight costs were \$2.7 million. This includes:

- \$650k for personnel (4.8 FTE),
- \$180k for materials and services (communications and policy consultant support, meeting facilitation)
- \$1.9 million for cost allocation plan shared services (finance, HR, legal, IT, communications, COO Office/Council)

The carryover will ensure there is sufficient funding to continue development of the regional program, including new policy and program work areas identified by the Tri-County Planning Body.

## **Learning and improvement**

Throughout the first year of implementation, Metro staff approached this complex body of work with a focus on continuous quality improvement. Key learnings this year include:

- The impacts of the COVID-19 pandemic and its associated challenges continue to present significant obstacles for all stakeholders and people we serve.
- Building takes time, especially due to the collaborative nature of the SHS program.
- We must invest in effective communications and implement a communications strategy to inform and shape public opinion on the SHS program and the values of our work.
- It is important to create various ways to hear from community members, especially currently and formerly houseless community members, on effectiveness of and issues with current systems and services.
- This issue is complex, and several factors drive homelessness (in flow, market forces, etc.). We have a responsibility to address root causes. This program can only address a certain aspect of this issue.

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## Looking ahead

As we near the midpoint of our second year of implementation, we are reflecting on and looking for opportunities to learn, grow and improve our work and organization. Some of our top priorities in SHS and as a housing department are highlighted below.

### Equity

Advancing racial equity is central to the success of SHS. The Metro housing department will continue to develop strategies, structures and practices to identify and measure our progress on SHS racial equity goals. Additionally, we commit to improving our internal structures to create a more diverse, inclusive and equitable organization.

### Organizational development

Metro is at the beginning of a ten-year journey and more work and growth lies ahead. In October of 2022, Metro established a housing department which includes supportive housing services and the affordable housing bond. We will continue to build the infrastructure to support the success of jurisdiction partners and the nonprofits that provide services. By the end of FY23, we expect to have added 7 FTE to our department with another 8 FTE requested for FY24. We will continue to develop our department including our staff, internal structures, processes and practices. Additionally, we will continue to look for pathways to implement and measure progress towards equity goals.

### Communications and community engagement

We will also look to improve how we communicate this work to the broader community by refining our communication strategies and looking for opportunities for effectiveness and innovation and will improve structures for public involvement with SHS policy and implementation.

### Programmatic infrastructure

Building the infrastructure for a ten-year program will take time and commitment to process improvement. We will look for opportunities to improve our structures, practices, reporting tools and dashboard to better demonstrate and communicate success as well as hold ourselves accountable with transparency.

### Data

The housing team will continue to support the alignment of data gathering and reporting practices across the region.

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## TCPB

The TCPB will play a significant role in our success and in creating a regional system. We are preparing to adequately staff and support the efforts of this committee, which may include sub-contracts, subcommittees, community engagement and significant staff capacity from all partners.

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## Attachment A: Description of SHS reports and templates

Annual work plan – Describes what each county plans to accomplish in order to advance the higher level goals established in local implementation plans.

Annual budget – Outlines the total amount of funding anticipated to be received by each county for the fiscal year and includes how each county anticipates allocating those funds and a spend down plan that outlines the nature and pace of spending for the fiscal year.

Quarterly reports – The quarterly reporting template and process provides Metro quantitative and qualitative data on progress towards annual goals and regional metrics required in the SHS work plan, on a quarterly basis. Additionally, the quarterly report includes a financial report detailing the revenue and expenses for each county.

County annual report – Each county is required to submit a report on an annual basis that outlines progress towards annual and LIP goals, expenditures and qualitative information about progress, challenges and opportunities in SHS implementation.

SHS Oversight Committee Regional Annual Report – Each year, the SHS Regional Oversight Committee is required to present a report that evaluates performance, progress, challenges, opportunities and recommendations for future implementation.

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## Attachment B: Chronology of milestones between 2020 through spring 2021

### Spring 2020: Worked closely with City of Portland to ensure a successful process for collecting new taxes

This is the first time Metro has managed a fund that comes from personal and business income taxes. Because of this, Metro selected the City of Portland Revenue Division to collect these taxes. The city had the experience, the technical capability and the staff to allow tax collection to begin quickly in April 2021.

### Summer 2020: Convened community stakeholders to develop regional values and outcome metrics

From June to September 2020, Metro hosted meetings with stakeholders who were asked to confirm and expand on the values that guide this work and bring clarity to how the fund and programming would be implemented. The members were representatives from homeless and supportive housing services providers, community-based organizations and coalitions, business leaders and public health providers from across the region. The work from this stakeholder group informed the development of the Metro SHS work plan.

### Summer/fall 2020: Created the SHS workplan with stakeholder engagement

Following the community stakeholder meetings, Metro staff worked with a consultant to develop the supportive housing services workplan with feedback from additional community stakeholders. The workplan included and added to the guidelines in the original ballot measure voters approved, and the recommendations of the earlier stakeholder group. It also provides a detailed plan for program implementation. The workplan was approved by Metro Council in December 2020.

### November 2020: Launched the SHS Regional Oversight Committee

The Regional Oversight Committee ("ROC", also referred to as "oversight committee" or "committee" or "SHSOC") was established to ensure transparent oversight of the regional program on behalf of the Metro Council. The committee does this by reviewing implementation for consistency with measure requirements and regional program values and guidelines, and ensuring that taxpayer funds are used responsibly.

After being appointed by Metro Council in November 2020, the oversight committee started meeting November 23<sup>rd</sup>, 2020. The committee has since met 20 times. The committee meets monthly and sometimes more often as needed. Thus far, the committee has reviewed and recommended local implementation plans for approval, reviews

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quarterly implementation progress reports and is developing the first regional report on annual implementation progress.

## Winter/spring 2021: Created and refined the Regional Long-Term Rent Assistance (RLRA) policy via engagement

In January and February 2021, Metro and its partners invited service provider stakeholders to provide feedback on draft policies for the RLRA program to ensure the program effectively advances equitable housing outcomes. More than 110 respondents shared their input through an online survey, focus groups and email.

The feedback was analyzed, summarized and carefully reviewed by Metro, its consultants and jurisdictional partners. The partners incorporated the feedback into an updated RLRA policy framework, and the feedback continues to inform each jurisdiction's implementation of the RLRA program moving forward.

## Spring 2021: Led the local implementation plan approval process

A key body of work for the oversight committee, Metro staff coordinated the local implementation plan (LIP) approval process from January to May 2021.

Each of the three counties was required to develop a high-level local implementation plan that centered racial equity, was informed by a comprehensive community engagement process and identified investment priorities for rent assistance and supportive services to guide their use of SHS funding. Each plan was also required to include detailed accountability metrics.

Metro staff led from reviewing LIPs for completion through presentations to the oversight committee for their review and recommendation of approval and lastly to Metro Council for final approval.

## June 2021: Developed revenue sharing agreement

As the intergovernmental agreements were being negotiated between Metro and the three counties to establish a long term partnership, Metro staff developed a revenue sharing agreement with the three counties prior to the beginning of year one (July 1, 2021) to ensure timely disbursements of tax collections.