

# Metro

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Metro

## Minutes

Tuesday, November 28, 2023

10:30 AM

Metro Regional Center, Council Chamber,  
[https://www.youtube.com/watch?v=iEOMRwA\\_FWc](https://www.youtube.com/watch?v=iEOMRwA_FWc),  
<https://zoom.us/j/615079992> Webinar ID: 615 079 992 or  
888-475-4499 (toll free)

**Council work session**

**10:30 Call to Order and Roll Call**

**Present:** 7 - Councilor Gerritt Rosenthal, Councilor Mary Nolan, Juan Carlos Gonzalez, Duncan Hwang, Christine Lewis, Lynn Peterson, and Ashton Simpson

**10:35 Work Session Topics:**

10:35 Metro Social Innovation Program and Expert Panel

Attachments: [Staff Report](#)  
[Attachment 1](#)  
[Attachment 2](#)

Council President Peterson introduced Yohannes Wolday, Partnerships and Social Innovation Director, Metro Elena Chavez Quezada, Social Innovation Senior Advisor, State of California Talya Karr, Vice President, Freedman Consulting, LLC, and Martha Mendoza, Project Director, Freedman Consulting, LLC, to present on the topic.

Councilor Hwang added that he was excited about this panel and provided context for this panel.

Staff pulled up the Metro Social Innovation Program and Expert Panel presentation to present to Council.

Presentation Summary:

Staff provided an overview of the Partnership and Social Innovation Program. Presenters discussed the impacts that these partnerships have had in California and the success factors. They shared a case study of the California Dignity for Family Fund. Presenters also shared different ways to engage in philanthropy, giving the examples of the “Homekey” efforts in California, the California Immigrant Resilience fund, the community economic mobilization initiative, and truth and healing council. Also, they shared

how philanthropy funds and state funds work in partnerships, and the strategies to enable partnership success. They provided insight into their work in California and shared ideas for how the Partnership and Social Innovation Program could be successful.

*Council Discussion*

Councilor Gonzalez noted that there is a great amount of knowledge and expertise in the programs the panelists have implemented, adding that the examples they gave were examples of philanthropy and state governments working together. Councilor Gonzalez mentioned that Metro is a regional government, and asked if the panelists had examples about working with local governments, which focus more on engaging the community in comparison to State governments, which are a little removed.

Talya Karr noted that Humbolt and Fresno both come to mind as examples of cities, counties, and regions that have come together.

Elena Chavez Quezada added that yes, intervention looks differently for local governments. She noted that in Humbolt, they had to discuss how they could be a better partner to them. Quezada added that the State can do a better job wrapping its arms around the region, and that communication is important, but there is also a need to create funders to local folks.

Councilor Gonzalez followed up asking about the pandemic, which triggered many partnerships to be built. He asked what they see as the headwinds as money tightens up because they are entering the post-COVID era. He additionally asked what headwinds they see as philanthropy and partnership lean into existing lines.

Martha Mendoza responded that this is the moment where partnerships matter more. She noted that they are looking at resilience, such as climate resilience, as central pieces of their work. She added that there is not a lot of money right now, but there is a lot of discussion of investment for resilience. Mendoza stated that resilience is a critical role for this program in California and the partnership muscles were strengthened over the pandemic.

Councilor Hwang shared the next steps for the program, adding that they have an advisory council that has been developed, and they have made investments for future private-public partnerships. Councilor Hwang shared the example that Meyer Memorial Trust funds have been matched. He noted that a lot of these investments are happening organically, so if they did nothing, they would still likely progress. Councilor Hwang asked about what the secret sauce is to make this more systemic and take it to the next level.

Karr added that the secret sauce is having skin in the game, such as having the sectors involved. If it is already happening organically, that is fabulous, and they can start recognizing where there might be gaps that they can address. Karr also added that they can also involve in more longer-term partnerships.

Quezada added that the organic implementations are something you can lean into. She added that even if things are not dramatically impactful, it is still an opportunity to build trust with stakeholders and external stakeholders. Quezada added that they do a lot of convening with large and small groups, and while it is sometimes hard to do, it is a great way to find answers to difficult issues. She also mentioned that inviting people to these conversations and coming in with a level of vulnerability allows people to be

strategic.

Mendoza added that when things happen organically, it is often capacity-straining and they are seeing a demand for both philanthropy and government to coordinate with each other, so they can best help the communities.

Councilor Lewis asked about their approach with data and evaluation. On the government side, Councilor Lewis mentioned that they tend to focus on procurement, while on the evaluation side, they tend to just need to ensure that the reports are public and transparent. In philanthropy, they have different needs. Councilor Lewis asked if they use two different forms of evaluation, and asked how the educational institutions play a role.

Karr responded that they are currently working on an impact report, so there is not one unified system. She added that shared accountability is important to understand the impact and that it is not always quantifiable.

Quezada added that fundamental movement's role is huge in making this work happen in keeping track of what the bigger picture is, and they need the quantifiable impact. She stated that it is tricky because they must ask partners to take a leap of faith, and when philanthropy invests in partnership, it is because they need those dollars to get things going. Quezada also mentioned that educational institutions and community colleges in particular play a very important role, and those institutions are often the connective tissue that gets the money and distributes it out to community organizations. She also noted that she has been working to work with community colleges because their role is so important.

Councilor Rosenthal noted that this is a complex process and

added that Metro has a lot of partnerships. He noted that they do not directly do education and health, and asked how limiting that is. Also, regarding private sector, Councilor Rosenthal asked to what extent they should provide more options or should be approached differently than philanthropy or other benefit corporations.

Karr added that this touches on need-based or opportunistic ways that partnerships are formed, and they tend to become intersectional. It is important to prioritize and be strategic, and through those partnerships there are often intersections for other benefits to communities. She added that they will need to get back at Councilor Rosenthal about the benefits.

Quezada added that the ability to be a good worker and showing up on time is also about issues like health and access to the training. She stated they struggle with helping philanthropists see how their efforts can overlap in multiple areas, and that it is hard to get people to get out of their silos.

Council President Peterson stated that this conversation is extremely important. She added that there was an outpouring of funds from the private sector to help people experiencing homelessness, but there were struggles with getting people to engage with each other. Council President Peterson mentioned that figuring out how to spend the money given towards important issues have been difficult, and there has been opportunity in the past and if they had had stronger collaboration, they would have been able to get more things done. Council President Peterson asked about what the structure of prioritizing systems is.

Mendoza responded that institutionalizing partnership culture within the state is very critical and mentioned that it is important to have champions who think of their work as

being connected to other work in the system. Mendoza added that they have seen this model as a driver of systemic change. Mendoza stated that now more than ever, a very critical part of her role is working internally to coordinate to provide a systems-thinking model that allows for change overtime.

Quezada added that sometimes when thinking about small wins, she often tries to make things work in one agency, which can be an example to others. She mentioned that people get nervous about taking on the whole system, but if they work in smaller parts, that feels more possible for people. Quezada noted that having those systemic conversations means that sometimes they cannot talk about the problem because they feel that they have to defend how they did what they did. She added that she has brought agencies from across the state to learn together. She noted that she does not have impact stories yet but mentioned that bringing non-threatening learning opportunities to folks is very valuable.

Yohannes Wolday added that this is a team effort and noted how much he has learned from the experiences of the panelists.

There being no further comments, Council President Peterson moved onto the next agenda item.

11:30 Supportive Housing Services County Annual Reports for Fiscal Year 23

Attachments: [Staff report](#)  
[Attachment 1](#)  
[Attachment 2](#)  
[Attachment 3](#)

Council President Peterson introduced Patricia Rojas, Regional Housing Director, Metro Liam Frost, Assistant Director, Metro, Yesenia Delgado, Supportive Housing

Services Manager, Metro to present on the topic.

Staff pulled up the Supportive Housing Services County Annual Reports for Fiscal Year 23 PowerPoint to present to Council.

**Presentation Summary:**

Presenters provided an update on the supportive housing services for the 2022-2023 fiscal year. They found that the Supportive Housing Services program have helped people stay housed and exit homelessness, making huge strides towards their goals and helping people. They shared the SHS key measures of success. They shared the SHS Metro Work Plan, which were foundational documents of their work, and the SHS oversight committee, and the cycle of oversight. They are currently at number 4 in the oversight cycle, which is the “develop the annual report” stage. They then shared the process of conducting the annual report, including a timeline from October to March. They are currently in the stage of drafting the regional report outline.

*Council Discussion*

Council President Peterson asked about what the next steps are for how they will maximize support.

Rojas responded that they are still early on in building the regional system of care with an increasing amount of funds, and they are expecting a ramp-up period until about year four of this program. They are anticipating a lot more funding and continued growth. The oversight committee has pointed out six areas of recommendation. Once they hit year five or six, they will have built their infrastructure and they will enter a maintenance mode. In the maintenance mode, they will know what needs need to be met. After those years, they will begin the ramp-down years. One of the areas



they are looking forward to is moving the HMIS system to Multnomah County to increase its capacity to be more regional in nature.

Frost added that although they are 2.5 years into the system, what they have learned is that people are getting older and sicker and have a higher need. On-site services are going to be a priority to meet these needs. He added that they are also excited about integrating healthcare into this system.

Councilor Lewis noted her desire to accelerate the timeline for these reports and added that they need to get these reports into their regional impact. Washington County was the only County that put the capacity building in their slides, and she challenged the other two counties about what their capacity expenses are. In terms of Metro's role of oversight and what strategies and systems are used, Councilor Lewis noted that each county has created their implementation plans, but there can be an imbalance of services. She noted that they should make sure they are not skipping over the more expensive strategies. Councilor Lewis added that they have done a good job, but they are coming from region that is very compassionate, and organizations have been doing great work, but something is not quite right for Multnomah County, and she suggested that they look at quarterly reports.

Rojas added that they are looking at where their progress is being made and what is not working. What was presented today is the county-by-county story, not the regional report. They will follow up on that. Rojas added that they have carved out capacity for PSH to lead that work and figure out how to better deliver services.

Councilor Gonzalez noted that they are going in the right

direction, but agreed with Councilor Lewis that there are also hard truths to confront and address. Councilor Gonzalez stated that he would like to see how they standardize the regional metrics. Councilor Gonzalez asked if there are additional metrics other than the HMIS system so they can make good decisions. Lastly, Councilor Gonzalez asked how they are approaching communities that have more acute issues and how they can help them with healthcare and support individuals with intense needs. He asked how the work is progressing on that and added that he thinks the public would like to know how they are working through this.

Councilor Nolan agreed with Council President Peterson's focus on working on the next steps. Councilor Nolan asked about BIPOC reception of these services, questioning the evaluation of how they are helping Population A. Councilor Nolan added that they need to determine how they are succeeding or failing. Councilor Nolan also added that they agree with Councilor Lewis' comment about discrepancy. Councilor Nolan asked if Multnomah County is having difficulties with its procurement process. They noted that delving more into that would be beneficial. Councilor Nolan also discussed the beds, asking how many of those resources are being utilized. They noted that if those shelters are created, and they make those beds available, what is the program not doing to help people want to use those resources, and asked what that means in terms of outreach.

Rojas responded that they would get back to Council to answer all of these questions with more information.

Councilor Rosenthal agreed with Councilor Lewis that they did not start from nothing but added that they may have started from negative margins. He added that there is still work to be done. Councilor Rosenthal asked about capacity

building, asking where the counties sit in terms of their staffing levels. He added that Washington County reported income levels, and those income levels are only slightly above poverty levels. Councilor Rosenthal added that it would be interesting to know what the other counties have and whether they will be rectifying compensation issues to mediate staffing issues.

Rojas responded that they would bring that to the committee, and there have been various levels of challenges for hiring staff. Rojas added that some counties move faster than others.

Frost added that one of the goals that they identified is to address the living wage issue.

Councilor Hwang asked if they would see stabilization on Population A overtime, and asked if they will work more on prevention in the future. He also noted that this will not end homelessness on its own. Councilor Hwang also asked what other investments they can make to address all the issues of homelessness.

Rojas answered Councilor Hwang's first question, noting that they have a 25% cap for prioritizing Population A. Rojas added that the bigger question they have as a community is retention rates and how that will compound Population A. She added that SHS will not end homelessness, but they want to make sure people do not experience it for a long time and people can access services quickly. She the tri-county body looked at system migration which includes behavioral health. She added that there are ongoing discussions to name the cap and come together to work in an intervention of care, noting that this has not happened historically. Rojas mentioned that education, workforce services, and health are all being discussed for integration

overtime.

Frost added that they need to look at where it is strategically important to be supportive, and what the nonprofit service level should be working on. Frost noted that this includes folks leaving incarceration, and people aging out of foster care. Frost stated that they need to engage with the stakeholders to look at different populations.

Councilor Simpson stated that he would like the numbers to be disaggregated for the “BIPOC” community that they mentioned.

Rojas responded that the reports they have do include this disaggregation, and that they will check in soon to address how they are best serving BIPOC communities.

COO Marissa Madrigal noted that the SHS team has the full support of the Council to get this work done.

Council President Peterson stated that she wants them to work on the next steps and agreed with Councilor Rosenthal that they did start at a negative, not a neutral playing field when they began this program.

There being no further comments, Council President Peterson moved onto the next agenda item.

#### **12:30 Chief Operating Officer Communication**

Marissa Madrigal provided an update on the following events or items:

- On December 9, the Expo Center is hosting a baseball camp with Friends of Baseball, and they are going to be joined by Adley Rutschman. This program is for low-income children in the area.

#### **12:35 Councilor Communication**

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Councilors provided updates on the following meetings and events:

- Councilor Rosenthal added that the budget committee met yesterday, and they reported almost nothing but good news. He added that it was very positive, and things look clearer and better than last year.

**12:40 Adjourn**

There being no further business, Council President Peterson adjourned the Metro Work Session at 12:59 p.m.

Respectfully submitted,

A handwritten signature in cursive script that reads "Georgia Langer".

Georgia Langer, Legislative Assistant