

Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: Supportive Housing Services Oversight Committee Meeting
Date: January 8, 2024
Time: 9:30 a.m. to 12:00 p.m.
Place: Virtual meeting ([Zoom link](#))
Purpose: Metro tax collection and disbursement update; Multnomah County Corrective Action Plan (CAP) update through October; presentation of FY24 Q1 reports; discussion of first draft of the annual regional report; and update and discussion on FY22 and FY23 recommendations.

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.	Metro tax collections and disbursement update
10:05 a.m.	Discussion: Multnomah County corrective action plan (CAP) update
10:25 a.m.	Presentation: FY24 Q1 update
10:50 a.m.	Break
11:00 a.m.	Discussion: First draft of the annual regional report
11:20 a.m.	Discussion: FY22 recommendations and FY23 process
11:55 a.m.	Next steps
12:00 p.m.	Adjourn

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

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Supportive Housing Services Oversight Committee Meeting Summary

Meeting: Supportive Housing Services Oversight Committee Meeting
Date: December 4, 2023
Time: 9:30 a.m. to 12:00 p.m.
Place: Virtual meeting (Zoom)
Purpose: Discuss committee reflection and questions on county FY23 annual reports; Multnomah County Corrective Action Plan (CAP) update through September; Metro tax collection and disbursement update; and presentation on Metro five-year forecast.

Member attendees

Co-chair Susan Emmons (she/her), Dan Fowler (he/him), Jenny Lee (she/her), Seth Lyon (he/him), Carter MacNichol (he/him), Jeremiah Rigsby (he/him), Mike Savara (he/him), Co-Chair Dr. Mandrill Taylor (he/him), Becky Wilkinson (she/her)

Absent members

Felicita Monteblanco (she/her)

Elected delegates

Metro Councilor Christine Lewis (she/her), Multnomah County Commissioner Jessica Vega Pederson (she/her), Washington County Chair Kathryn Harrington (she/her)

Absent elected delegates

Clackamas County Chair Tootie Smith (she/her), City of Portland Mayor Ted Wheeler (he/him), Multnomah County Commissioner Susheela Jayapal (she/her)

Metro

Israel Bayer (he/him), Finn Budd (they/them), Yesenia Delgado (she/her), Liam Frost (he/him), Josh Harwood (he/him), Breanna Hudson (she/her), Rachael Lembo (she/her), Patricia Rojas (she/her)

Kearns & West Facilitator

Ben Duncan (he/him)

Welcome and Introductions

Ben Duncan, Kearns & West, introduced himself as a neutral third-party facilitator and facilitated introductions between Supportive Housing Services (SHS) Oversight Committee members.

Co-chairs Dr. Mandrill Taylor and Susan Emmons provided opening remarks and welcomed the SHS Oversight Committee to the meeting.

Co-chair Emmons announced that this was Seth Lyon's last meeting and that new members will join the Committee in early 2024.

Seth shared that it was an honor to be part of the Committee during a time of unprecedented funding and flexibility.



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Co-chair Emmons motioned to approve the meeting summaries for Oct. 23 and Nov. 6. The meeting minutes were approved with one revision to the Nov. 6 meeting minutes that the Committee will respond to public comment from Tom Cusack.

Conflict of Interest Declaration

Dan Fowler and Carter MacNichol shared potential or perceived conflicts of interest.

Public Comment

No written or verbal public comments were received.

Discussion: FY23 Annual Report Reflection and Questions

Patricia Rojas, Regional Housing Director, Metro, reminded members that the Committee's role is to provide SHS fiscal and programmatic oversight and ensure that investments advance the goals included in Measure 26-210 and the Metro Work Plan. She stated that Committee members are responsible for reviewing each county's quarterly and annual reports and developing a Regional Comprehensive Report (Report) to share with Metro Council and the three county boards of commissioners. She noted that the Report is used to evaluate how well investments were aligned with local implementation plans (LIPs), how well regional outcomes were incorporated into the Metro Work Plan, and how well the goals for populations A and B were advanced. She shared that the Committee can make recommendations to Metro Council through the Report, including changes to LIPs.

Patricia continued that the Committee will discuss what to share from the last fiscal year, including challenges, opportunities, and programmatic highlights. She added that in January, the Committee will discuss potential recommendations and that the Report will be presented in March. Patricia reviewed requirements for populations A and B and stated that this information is not included in the county reports due to historic data tracking methodologies. She shared that the counties will provide a memo outlining the investments by population in December.

Carter MacNichol shared that he did not recall seeing aggregation of the data and would review further.

Dan asked if data on the number of individuals coming into the system was available in addition to the number of individuals placed into housing.

Patricia replied that data is a critical piece of effectively and accurately telling the story and that Metro is working to incorporate this information.

Co-chair Emmons asked for more information on outreach and the number of workers at encampments. She shared that she doesn't have a clear understanding of how outreach works.

Seth added that there have been phenomenal changes in technology to end homelessness and acknowledged existing issues around population inflow. He emphasized the importance of showing the public the results of the measure and that life-sustaining services should be funded. He stated that the Committee should communicate to the counties the importance of investing in outreach and building a system that is sustainable and gets funds to the organizations that need it.

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Washington County Chair Kathryn Harrington noted that she looks forward to the Committee learning more about what outreach has been done. She shared that her State of the County address received criticism for focusing too much on homelessness and not enough on public safety. She shared appreciation for Israel Bayer, Housing Communications Manager, Metro, supporting good regional communication.

Co-chair Taylor shared that communication and outreach are two things the Committee is focusing on, specifically when it comes to targeting misinformation. He shared that he was struck by the equity analysis in the reports and asked if culturally specific services would be incorporated. He explained the importance of considering data governance and how counties know when it's time to make a change based on the data.

Israel shared that the communications team is six months out from being on the ground. He stressed that communication needs to be uplifted with county partners. He noted that the annual reports from Washington and Clackamas Counties told a story about building infrastructure and supporting people. He explained the importance of telling the story that housing is a necessary investment to support a healthy society.

Co-chair Emmons clarified that she was asking how to operationalize outreach, not how to improve communications. She noted that Washington and Clackamas County are making strides and acknowledged that Multnomah County has a bigger lift and hasn't been able to get the money out the door. She urged the Committee to consider recommendations to help fund small organizations that can't go through the procurement process. She asked if it would be helpful to recommend that Multnomah County declare a state of emergency as an effective way to reduce funding barriers.

Multnomah County Commissioner Jessica Vega Pederson responded that executive orders were declared for the Joint Office of Human Services during the summer of 2023. She explained that a state of emergency encompasses the entire county which can be problematic for equity in procurement processes if it doesn't apply to a specific department. She noted that the executive orders ensured that SHS funds, Corrective Action Plan (CAP) funds and the unanticipated revenue that the Board allocated in September would be spent by the end of the fiscal year.

Carter reflected that evaluating against annual goals and LIPs is a heavy lift as behavioral issues are an ongoing challenge for providers. He noted that this is a priority in the LIPs but was not addressed in last year's Report or identified as a challenge. Carter requested that this year's Report speak to safety issues for providers more clearly.

Patricia replied that all three counties have made significant investments in behavioral health, which is embedded in other programming, including shelter programming, rapid rehousing, and permanent supportive housing. She acknowledged the importance of telling the story and shared that Metro would do better to outline the work underway. She noted that the deficiencies in the behavioral health system are significant and will not be fixed through SHS. She shared that the Tri-County Planning Body (TCPB) has named this a priority and is working with behavioral health partners. She posited that it might be helpful to have a behavioral health initiative presentation in a future meeting.

Co-chair Taylor expressed support for Carter and acknowledged that the way behavioral health data is reported could be improved. He shared that behavioral health integration checklists could be created to improve the way data is recorded.

Ben acknowledged that there is a broader story and different ways to capture it. He asked the Committee to think about what recommendations could look like.

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Carter agreed that this should be reported on and acknowledged that the Committee can't fix the issue. He noted that the outreach around coordinated access is what will get people into housing.

Liam Frost, Deputy Director of Housing, Metro, shared that coordinated entry alignment is one of six goals the TCPB has identified and that Metro staff will give an update on this work in January.

Jeremiah Rigsby reflected that part of being on the Oversight Committee means discussing what oversight means and doesn't mean.

Kris Smock, Kris Smock Consulting, provided context on the Report outline, which represents the Committee's assessment of county work and recommendations. She shared that during the Jan. 8 meeting, the Committee will have the opportunity to provide feedback and recommendations on the first draft, and during the Jan. 29 meeting, the Committee will review and discuss the final draft Report.

Kris outlined key differences between the Reports for Year 1 and Year 2 and highlighted that the Year 2 Report will include the use of regional templates and methodology to roll up metrics and include progress on Year 1 recommendations and any areas for improvement. She asked the Committee to consider what they would like the overall tone to be for the Year 2 Report. She reviewed the Report outline and asked for feedback.

Carter shared that the outline is helpful and suggested adding outreach and coordinated access to the Report. He asked if the regional goal should be adjusted since collections are approximately \$200 million more than anticipated. He also shared his appreciation for the performance assessment section and asked who would conduct the analysis.

Kris responded that staff would complete the draft Report and the Committee would view and provide comments and suggestions for improvement.

Dan agreed that it's a good outline and added that it provides the Committee with a lot of the information they've requested. He noted that the amount of information could overwhelm the public and asked if Israel could review the Report and help develop an executive summary.

Kris responded that she would primarily complete the technical pieces and she has begun working with Israel on strategic elements that will be reflected in the transmittal letter and introduction. She shared her interest in making the transmittal letter as accessible as possible.

Co-chair Taylor reiterated the importance of including outreach in the Report. He stated that he would also like to see a system to evaluate when goals need to be updated.

Co-chair Emmons stated that she still believes homelessness can end. She recommended including a beginning statement on having more money and flexibility than ever before to highlight funds getting out to the community. She recommended narrowing recommendations in addition to naming what's been done and providing updates. She asked if the recommendations from the previous Report would be included in the meeting packet for January.

Kris shared that she intends to provide a narrative and initial details in the Report around what has been accomplished and noted that she would like to strategize about how to keep the update streamlined and manageable.

Ben shared that the tone last year was a balance between needing to build infrastructure to move the work forward and recommending opportunities for improvement. He reflected that

Supportive Housing Services Oversight Committee Meeting Summary

in the next iteration, it's important to maintain the work underway while diving into the challenge of tracking funds and getting money out the door.

Mike Savara shared that the Committee has spent a lot of time discussing public perception and noted that the public knows there is money, but the results are not always visible. He suggested leaning into the Committee's commitment to improving performance and seeing changes in the system. He also noted the importance of accountability and ensuring investments are tied to outcomes so that the Committee sets the tone that they are committed to making changes and increasing public trust.

Carter added that there needs to be a tone of urgency and that it's important to be upfront with the challenges that the counties are facing without sugarcoating them.

Dan reflected that it's important to share that results are happening and that the Committee values the critique of the community.

Seth shared it would be helpful to provide context setting since the measure passed, including Governor Tina Kotek declaring this a top priority and highlighting some of her convening.

Mike responded that Seth made a good point and noted that the investments are augmenting and supporting emergency work from the state.

Kris shared that it's a challenge to weave all of this together and she looks forward to receiving additional feedback and suggestions.

Discussion: Multnomah County Corrective Action Plan (CAP) Update

Daniel Field, Joint Office of Homeless Services Director, Multnomah County, shared that the CAP is on track and that the update would focus on one area of risk where there has been significant advancement.

Kanoe Egleston, Joint Office of Homeless Services, Multnomah County, updated the Committee that six items have been completed, eight are on track, and Housing Multnomah Now is at risk and is being closely tracked. She shared that the Director is in place and working on increasing contracts with provider organizations. She stated that the first location of Housing Multnomah Now is under the Steel Bridge with 170 participants enrolled, and that last week, engagement and enrollment began for the second Housing Multnomah Now site. She noted that Multnomah County is working on identifying additional site locations and that the Housing Now Initiative is using Survey 123 to support program enrollment and track the inflow of those living unsheltered.

Co-chair Emmons asked for an update on capacity building and if agencies will receive grants in December.

Daniel shared that United Way will receive funds in December and will begin distributing grants to provider organizations in January.

Co-chair Emmons asked if there would be an opportunity to understand how capacity building is defined.

Daniel shared that they're trying to make this a light-touch initiative to bolster organizational and workforce health. He noted that the funds will not be available for new buildings or mobile vans, but providers can invest in new or different benefits, compensation, and programs. He shared that each organization will decide what works best for their workforce and will be held

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accountable for reporting on metrics, including documenting that they've reduced turnover and increased retention. He stated that the County will report back on progress in 2024.

Carter asked how providers will be able to change workforce and benefits packages with one-time grants.

Daniel shared that there isn't an easy answer and that this was an urgent way to get some dollars out the door this fiscal year while the County develops longer-term solutions.

Carter responded that organizations aren't going to commit to a long-term benefits package with a one-time grant and challenged the County to think about more multiyear commitments.

Daniel responded that the County completed a cost-of-living adjustment and is working on multiple fronts to improve organizational health.

Dan recommended implementing an automatic renewal mechanism and stated that this is a critical piece that allows nonprofits to make hiring decisions.

Mike shared that if the United Way is spending money upfront, it seems like the County's fiscal year is less important.

Ben shared that Felicita Montebianco had asked a question about the 2% Cost of Living Adjustment requirement for providers.

Kanoe responded that it was high level and a couple of providers opted out.

Washington County Chair Harrington shared interest in seeing how media reporters make use of the table and if they would see "yellow" as positive momentum. She shared concern about the speed at which media outlets tend to review information and jump to conclusions that are incorrect based on their limited time to read the reports.

Metro Tax Collections and Disbursement Update

Rachael Lembo, Planning and Development Finance Manager, Metro, shared that this report is standard and did not share an update. Committee members did not have any questions.

Presentation: Metro Five-Year Forecast

Josh Harwood, Fiscal and Tax Policy Director, Metro presented Metro's Five-year Forecast.

Carter asked if the 2023 actuals were inflated at 4%, how conservative the estimates are, and if the counties use the data to complete five-year planning.

Josh responded that the forecast is more dynamic and is a model based on inputs from a national vendor. Josh shared that from 2019 to 2022 incomes rose dramatically and were incorporated into the forecast. He replied that the estimates are not as conservative as they were in the past and that the tax base is larger than originally anticipated.

Rachael responded that the counties are completing this type of planning.

Dan questioned if the Committee needs to be more conservative in suggesting a contingency fund. He reflected that they are dealing with a lot of issues but don't want to be criticized for not spending money.

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Rachel shared that this will be covered in the presentation.

Rachael shared a high-level forecast and broad spending path for the program. She noted that the goal is to share where they are going and how they will get there. She shared that this will be an annual exercise.

Patricia shared that after learning about the costs, shifting dynamics, and incorporating the actuals, it will be more expensive than they thought. She added that the Committee will discuss living wages in 2024 with considerations about whether to make a recommendation now or in the future.

Carter asked how much of the expenditures are vouchers, noting that these are ongoing commitments.

Rachael shared that, at a high level, the forecast did not break it down and that the counties will be looked at as they complete their budgets.

Next Steps

Co-chairs Emmons and Taylor provided closing remarks.

Ben shared that the next steps include:

- Committee members to RSVP for the January meeting. The meeting will be in a hybrid format at the Metro Office.
- The Committee to continue to have conversations around the CAP and the Regional Comprehensive Report.
 - The Committee to consider behavioral health initiatives as part of the Report.

Adjourn

Adjourned at 12:00 pm.

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.

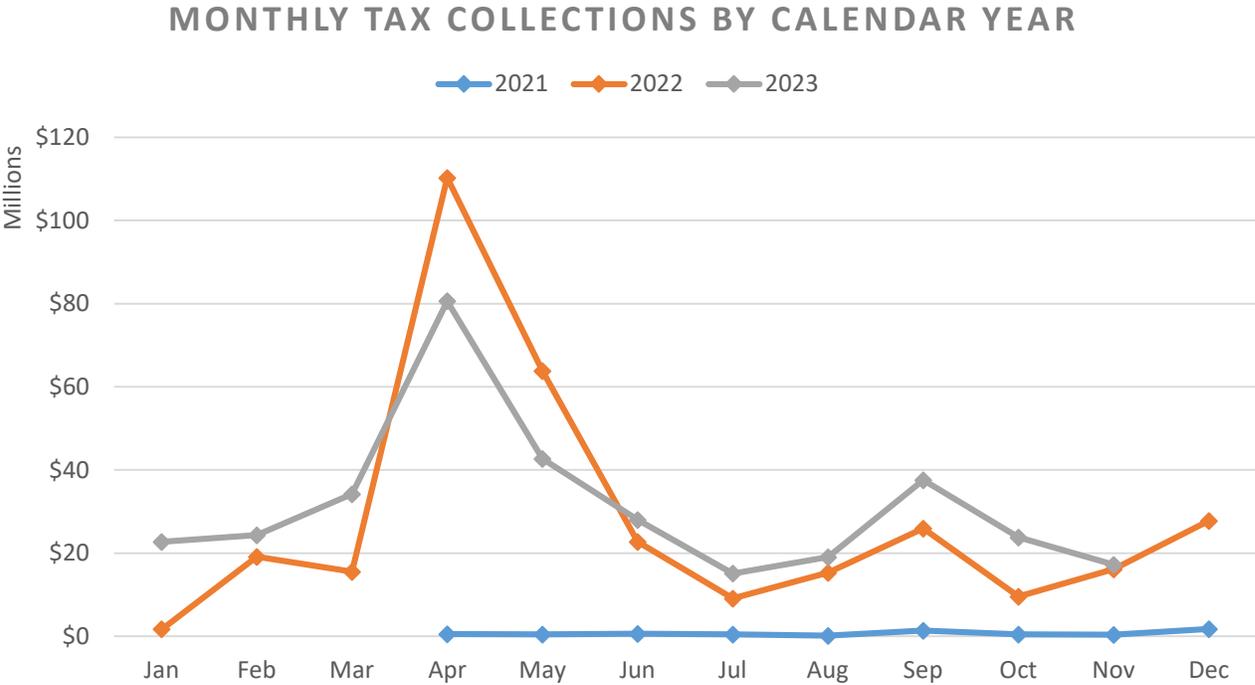
Memo

Date: January 8, 2024
To: Supportive Housing Services Oversight Committee
From: Rachael Lembo, Finance Manager
Subject: FY24 Monthly Tax Collection and Disbursement Update

This financial update is designed to provide the information necessary for the SHS Oversight Committee to stay up to date on the latest tax collection and disbursement figures.

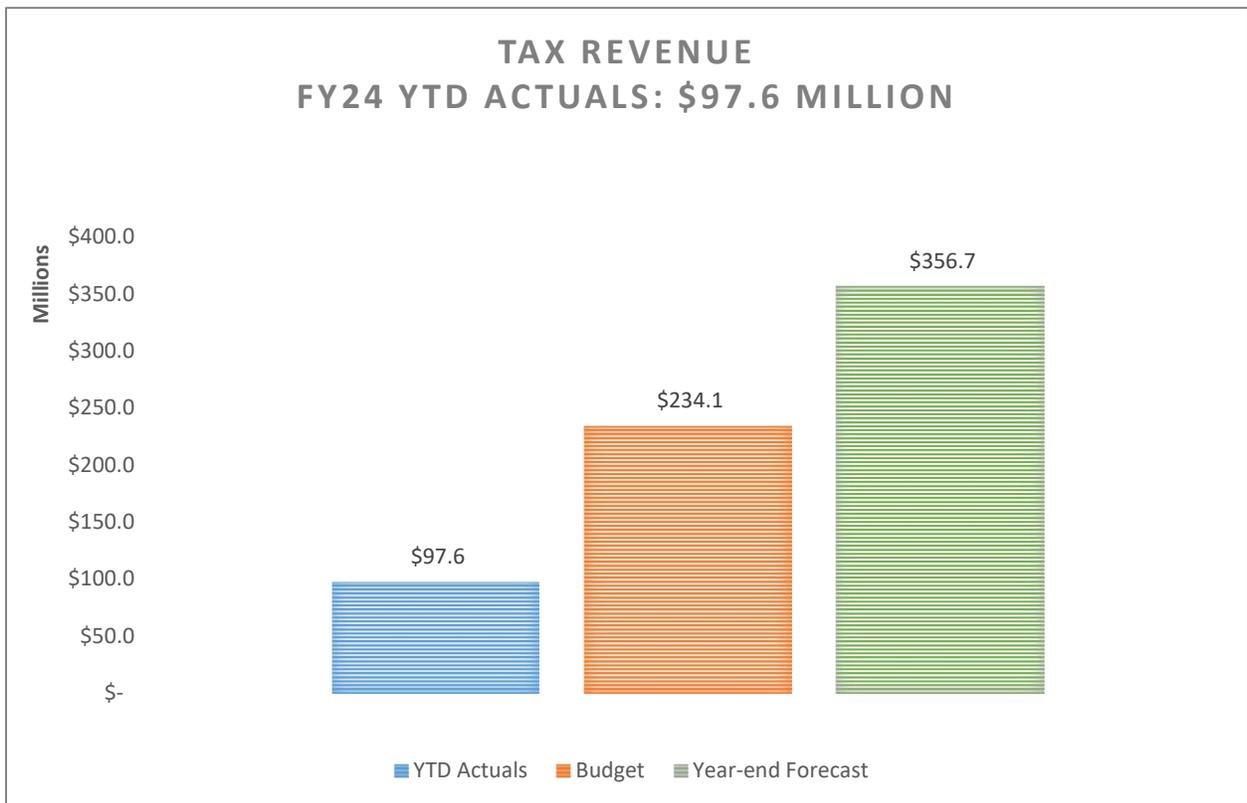
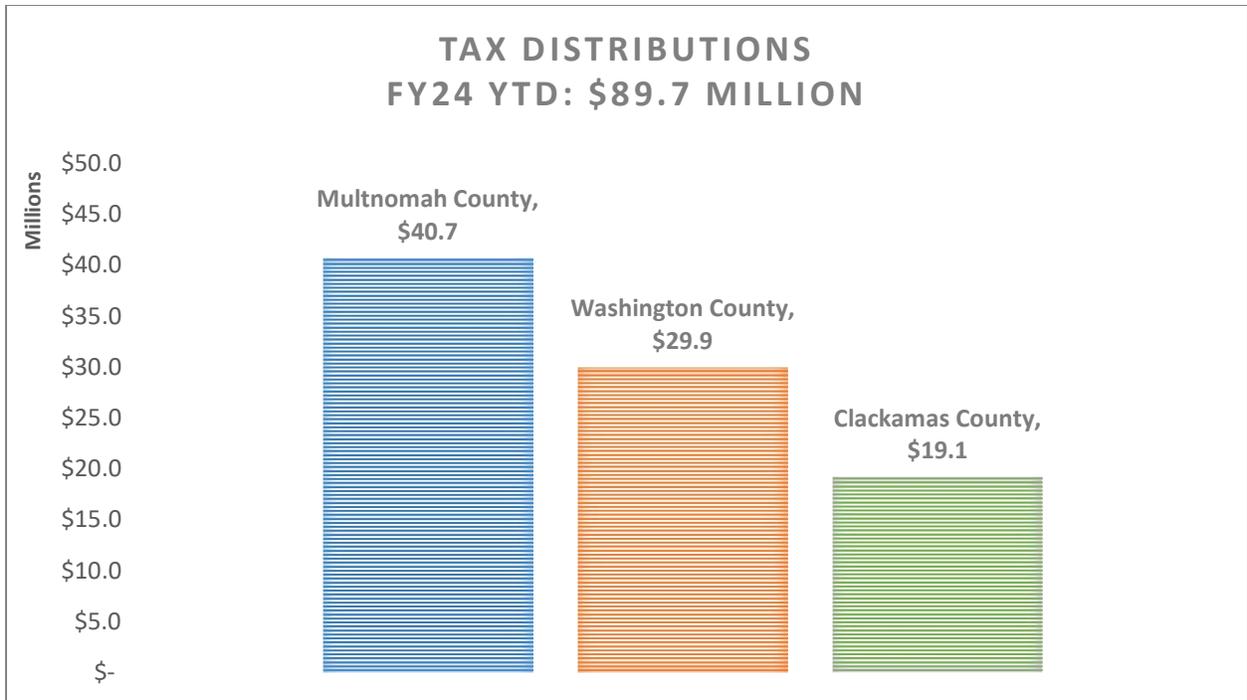
Tax Collections

Monthly tax payments made to the tax administrator are shown below.



Tax Revenue and Disbursement Summary

FY24 tax revenue and the disbursement of that revenue is shown below. This includes collections by the tax administrator through November 2023.



CORRECTIVE ACTION PLAN: MULT 23-01

COUNTY SPENDING REQUIREMENTS AND TIMELINES – STATUS REPORT 11/24/23

PLAN VERSION: August 27, 2023

FINANCIAL REPORTING THROUGH: October 31, 2023

PROGRESS TOWARDS GOALS	
On Track	Corrective Action is expected to spend funding as described in the monthly spend-down plan and be complete by the end of the timeline period.
At Risk	Corrective Action is not spending funding as described in the monthly spend-down plan and/or will not be complete by the end of the timeline period. County to provide explanation to Metro of the variance from spend-down plan and revised action plan.
Complete	Corrective Action is complete (95% spent).

#	CORRECTIVE ACTION <i>*area of focus / service type</i> <i>*list partners (service providers, other gov't, etc.)</i> <i>*align with LIP</i>	INVESTMENT AMOUNT <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	PLANNING AND SPENDING METRICS <i>*pre-spending planning milestones and spend-down plan</i>	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS <i>*align with MC Annual Work Plan</i>	TIMELINE	STATUS On Track Complete At Risk
1	Temporary Alternative Shelter Sites (TASS) 1. Shelter Expansion 2. City of Portland 3. TASS capital needs	\$4,684,756	Full amount allocated to the City of Portland via signed IGA and contract executed by Q1 FY24.	Purchase 140 pods + RV/vehicle for two sites. This provides a capital investment towards the development of two shelter sites serving 200+ people opening in FY24.	Minimum spend of \$4,450,518 by June 2024.	On Track FY24 YTD spending: \$0 IGA with the City of Portland was signed October 27, but an administrative error within CoP has delayed payment. Payment expected shortly after correction of the error. North Portland location has been announced with up to 150 spaces for RVs and campers with tents and pods available; opening in the coming months. Site 3 TBD.
2	Technical Assistance (TA) Provider Support 1. Provider and Program Support 2. JOHS SHS providers 3. TA Provider Support	\$1,750,000	Approved providers will receive payments for the requested TA amounts in July 2023.	JOHS providers current contracts amended to include the additional TA requests that have been submitted.	Minimum spend of \$1,662,500 by August 2023.	Complete FY23 spending: \$1,783,417 (102%) Providers received payment in FY23 for previously requested technical assistance.

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3	Near-Term Strategic Capital Investments 1. Provider and Program Support 2. No partners involved 3. Near-Term Strategic Capital Investments	\$500,000	Equipment purchased and received on or before June 30, 2023.	Acquire near-term strategic capital investments for Severe Weather Shelter Supplies.	Minimum spend of \$475,000 by June 2023.	Complete FY23 spending: \$509,998 (102%) Severe weather shelter supplies were purchased and received in FY23.
4	Capacity Building and Organizational Health Grants to contracted service providers 1. Provider and Program Support 2. JOHS SHS Providers 3. Capacity Building and Organizational Health Grants to contracted service providers	\$10,000,000	Grant awards and payments to SHS providers will be made by the Q2 FY24.	Multnomah County will use this funding to provide capacity building and organizational health grants to JOHS SHS providers. The grants follow a formula approach, and the designated grant period spans from July 1, 2023, to June 30, 2024.	Minimum spend of \$9,500,000 by December 2023.	On Track / Slight delay FY24 YTD spending: \$0 United Way will award and manage grants to service providers. United Way will receive funding by December 2023 and begin awarding funds within 60 days and making payments to recipients after that. JOHS is finalizing the contract with United Way, as well as the formula and reporting metrics for providers.

#	CORRECTIVE ACTION <i>*area of focus / service type</i> <i>*list partners (service providers, other gov't, etc.)</i> <i>*align with LIP</i>	INVESTMENT AMOUNT <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	PLANNING AND SPENDING METRICS <i>*pre-spending planning milestones and spend-down plan</i>	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS <i>*align with MC Annual Work Plan</i>	TIMELINE	STATUS On Track Complete At Risk
5	Increase FY23 COLA by 2% 1. Provider and Program Support 2. JOHS SHS providers	\$1,500,000	Increase SHS portion of providers contracts by Q4 FY23.	Increase SHS portion of providers contract by 2% in FY23.	Minimum spend of \$1,425,000 by August 2023.	Complete FY23 spending: \$1,442,886 (96%) 40+ JOHS providers received a 2% COLA in FY23.
6	Immediate Response Client and Rent Assistance 1. Provider and Program Support 2. JOHS SHS Providers	\$8,037,314	Q1 FY24: \$0 Q2 FY24: \$2,009,329 Q3 FY24: \$2,009,329 Q4 FY24: \$4,018,657	This program will make client and rent assistance available to JOHS providers for 221 households.	Minimum spend of \$7,635,448 by June 2024.	On Track FY24 YTD spending: \$1,230,288 JOHS has allocated all funds across 18 service providers.

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7	Housing Multnomah Now 1. Dedicated Housing Program 2. JOHS Program	\$10,000,000	Q1 FY24: \$500,000 Q2 FY24: \$1,500,000 Q3 FY24: \$2,000,000 Q4 FY24: \$4,000,000 Q1 FY25: \$500,000 Q2 FY25: \$1,500,000	HMN will engage 300 individuals who do not have homes and connect them with housing over FY24/FY25. This investment includes rent and client assistance, street outreach, housing placement capacity, housing retention, landlord recruitment, etc.	Minimum spend of \$8,000,000 by June 2024.	At Risk FY24 YTD spending: \$248,216 The County is finalizing contracts with five additional providers, including one culturally specific provider who will engage people of color across sites, as appropriate. Existing providers have identified and are working on engaging and housing people from the first location. The second location has been identified and is in a preparation and training phase, with a goal to be working at the second site in late November. The process to create selection criteria for and then undergo a selection process for additional locations is scheduled to go through the end of November 2023.

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8	Move-in Multnomah 1. Dedicated Housing Program 2. JOHS Program	\$4,366,530	Q1 FY24: \$218,327 Q2 FY24: \$654,980 Q3 FY24: \$1,309,959 Q4 FY24: \$2,183,265	Move-in Multnomah will arrange for 140 rooms to be leased.	Minimum spend of \$4,148,204 by June 2024.	On Track FY24 YTD spending: \$220,247 The Q1 goal was met in October, as providers submitted invoices for services rendered through September, which were then processed during the month of October.
9	Clean Start 1. Provider and Program Support 2. Central City Concern	\$1,934,005	Executed contract with CCC by Q1 FY24.	Clean start is a Central City Concern workforce readiness program, it engages people who have experienced homelessness providing them with a path to future work while also supporting community cleanliness.	Minimum spend of \$1,837,305 by June 2024.	On Track FY24 YTD spending: \$58,468 CCC contract was executed in September 2023.

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10	Shelter Capital Projects 1. JOHS Program	\$3,600,000	Q1 FY24: \$0 Q2 FY24: \$0 Q3 FY24: \$1,800,000 Q4 FY24: \$1,800,000	The amount held for Shelter Capital Projects is to improve existing shelters or land that the County owns that will be used for shelters.	Minimum spend of \$3,420,000 by June 2024.	On Track FY24 YTD spending: \$0 Currently, HMA is in the process of conducting a comprehensive assessment of our shelter system. On December 7th, the JOHS will present a FAC-1 Construction Plan to the BCC for approval, to proceed with construction at the Montavilla Community Village Alternative Shelter Site. This project is estimated to cost a total of \$2.3 million.
11	Program Reserves 1. Doug Fir RLRA Guarantee	\$303,439	Full amount in reserves.	The Doug Fir RLRA Guarantee fully funds the liability associated with the multi-year commitment to fund rent assistance in this affordable project.	\$303,439 to be reflected on Q4 FY23 Report.	Complete FY24 budget reflects \$303,439 in reserves for Doug Fir RLRA Guarantee.

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12	Contingency Reserve (SHS IGA § 5.5.4) 1. Contingencies + Stabilization 2. JOHS Program IGA Reserves	\$4,809,513	Full amount in contingency.	The amount is aligned with IGA stipulations.	\$4,809,513 to be reflected on Q4 FY23 Report.	Complete FY24 budget reflects \$4,809,513 in contingency.
13	Stabilization Reserve (SHS IGA § 5.5.3) 1. Reserves & Contingencies 2. JOHS Program Regional Coordination Implementation Fund	\$9,619,026	Full amount in reserves.	The amount is aligned with IGA stipulations.	\$9,619,026 to be reflected on Q4 FY23 Report.	Complete FY24 budget reflects \$9,619,026 in stabilization reserve.

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14	System Access, Assessment & Navigation 1. Provider and Program Support 2. JOHS SHS Providers	\$588,840	Q1 FY24: \$29,442 Q2 FY24: \$88,326 Q3 FY24: \$176,652 Q4 FY24: \$294,420	The program will provide system access, assessment, and navigation of support services needed to make critical homeless services equitably accessible to the diverse communities experiencing homelessness. By June 30, 2024, the goal is to assist with referral information for 100 shelter and housing service requests received.	Minimum spend of \$559,398 by June 2024.	On Track FY24 YTD spending: \$81,661 This is an expansion of the multi-agency navigation team collaborative that began in FY 22.

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15	Supportive Housing -- Countywide Coordination 1. Provider and Program Support 2. MultCo Dept	\$202,669	Q1 FY24: \$10,133 Q2 FY24: \$30,400 Q3 FY24: \$60,801 Q4 FY24: \$101,335	The program leverages and builds on existing intensive behavioral health programs in the Health Department's Behavioral Health Division that serve this vulnerable population, as well as funding new programming in the Behavioral Health Resource Center (BHRC). By June 30, 2024, 7 individuals will either be placed in permanent/retained in housing or staying in motel-based emergency shelter.	Minimum spend of \$192,536 by June 2024.	On Track FY24 YTD spending: \$117,832 The Health Department's Behavioral Health Division is on track with programming and this supports the coordination of various SHS funded programs.

Clackamas County

Multnomah County

Washington County



600 NE Grand Ave.
Portland, OR 97232-2736

Memo

Date: January 8, 2024
To: Supportive Housing Services Oversight Committee
From: Rachael Lembo, Finance Manager
Subject: FY23-24 Q1 (July – September 2023) Financial Report

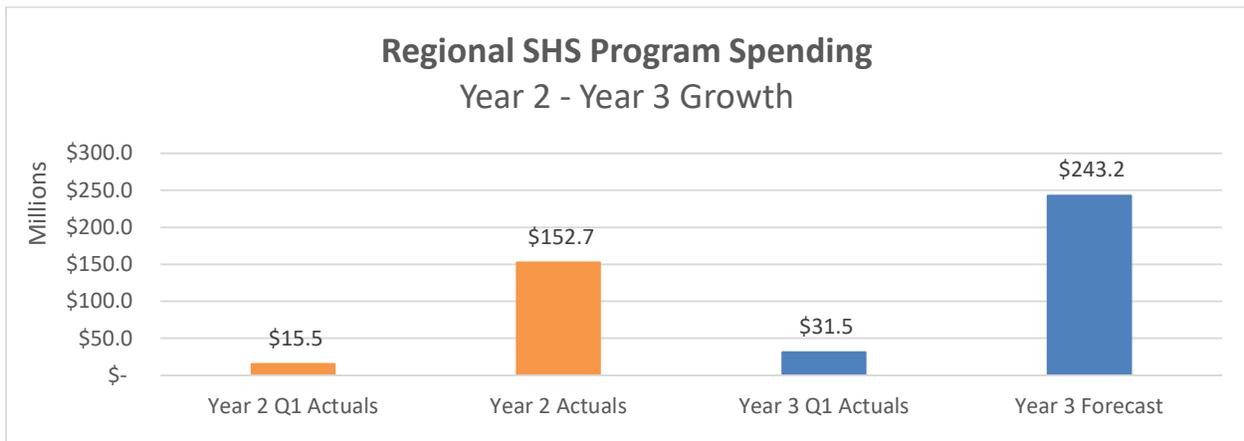
Metro designed this quarterly financial report to provide the information necessary for the SHS Oversight Committee to monitor financial aspects of program administration. It includes details on tax collections and tax collection costs, administrative costs, and program costs. County financial information comes from the quarterly finance reports provided by the counties as part of their quarterly progress reports, and any updates or additional information received from the counties.

Year 3 Quarter 1 Financial Overview

In FY23-24, Metro’s current forecast estimates tax collections will total \$356.7 million. This exceeds the FY23-24 budget figure by \$122.6 million. As discussed previously, a record runup in household income and corporate profits helped push the underlying taxbase significantly higher than prior estimates.

As discussed in the most recent 5-year forecast, this increased revenue will allow counties to build larger programs that serve more people, but that will take more time than previously forecasted. During the ramp-up period, counties will continue to generate carryover funds for investments and increases in scalable programs. The forecast assumes carryover investments will be made over four years, beginning in the current year and complete by FY26-27. Spend down plans specific to carryover funds were provided by the counties as part of their FY23-24 budget submission and are discussed in the County Snapshots below.

Thus far in FY24, spending in Q1 was significantly higher than at this point last year, continuing the trend of prior years.



For County specific data, see the Year 2 – Year 3 Growth charts in the County Snapshots below.

Supportive Housing Services Tax Overview

Key Takeaways:

- As noted above, the tax collection forecast has increased to \$356.7 million, 52% higher than the FY23-24 budget figure.

Tax Revenue Summary					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Tax Revenue	234,100,000	19,083,079	8%	356,700,000	152%
Tax Collection Costs (Amount retained)	10,801,686	900,000	8%	10,801,686	100%
Net Tax Revenue	223,298,314	18,183,079	8%	345,898,314	155%
Metro Admin Allowance (5%)	11,163,314	909,154	8%	17,294,916	155%
County Partner Revenue	212,135,000	17,273,925	8%	328,603,398	155%
Multnomah County	96,167,867	7,830,846	8%	148,966,874	155%
Washington County	70,711,667	5,757,975	8%	109,534,466	155%
Clackamas County	45,255,467	3,685,104	8%	70,102,058	155%

Tax Collection Costs					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Tax Collection Costs	10,801,686	621,440	6%	10,801,686	100%
Personnel	5,026,047	324,735	6%	5,026,047	100%
Software	3,602,815	290,079	8%	3,602,815	100%
Other M&S	1,382,414	6,625	0%	1,382,414	100%
Contingency	790,410	-	0%	790,410	100%

Tax collections above are on an accrual accounting basis and only reflect collections received by Metro and disbursed to county partners in September 2023. Tax collections by the tax administrator through July 2023, received by Metro and disbursed to county partners in August 2023, are recorded in FY22-23 since these tax payments are for income earned during that fiscal year.

The amount retained by Metro for tax collection costs is based on estimated costs; actual YTD tax collection costs are detailed in the second table.

Administration and Oversight Costs

The Supporting Housing Services Measure allows for up to 5% of net tax collections to cover the costs of Metro program administration and oversight. This includes the SHS team, as well as supporting operations like finance, legal, communications, IT, and HR. The costs associated with Metro program administration and oversight are detailed in the table below.

Key Takeaways:

- Metro entered this fiscal year with \$21.7 million in carryover from the prior year. As with the ramp up of county programs, Metro is also expecting its own administrative spending to ramp up over the first 3-4 years. From July 2023 to June 2024, the SHS team expects to grow from 12.1 FTE to 34.6 FTE. Metro expects to end this fiscal year with approximately \$31 million in carryover.
- Metro will be using carryover funds to fund program growth in FY23-24, including limited duration FTE and other one-time investments to provide necessary capacity for new and growing bodies of work and programmatic opportunities.

Metro Administrative Costs					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Prior Year Carryover	14,778,601	21,692,288	147%	21,692,288	147%
YTD Admin Allowance (5%)	11,163,314	909,154	8%	17,294,916	155%
Interest Earnings	300,000	47,553	16%	1,000,000	333%
Total Resources	26,241,915	22,648,995	86%	39,987,203	152%
Direct Personnel	5,416,344	404,857	7%	3,037,771	56%
Indirect Costs (Allocation Plan)	3,370,894	842,724	25%	3,370,894	100%
Materials & Services	3,306,251	67,782	2%	2,547,470	77%
Contingency	-	-	N/A	-	N/A
Expense & Contingency	12,093,489	1,315,363	11%	8,956,135	74%
Carryover to next period	14,148,426	21,333,632		31,031,068	

Metro recommends that each county’s program administrative costs do not exceed 5% of SHS program revenue. These costs do not include the administrative costs of service providers or regional long-term rent assistance (RLRA). Due to timing differences in when revenue is recorded, this metric is not monitored on a quarterly basis. It will be reported in the annual report.

For quarterly monitoring, county administrative costs as a percentage of program costs are shown in the table below.

County Administrative Costs				
	Clackamas County	Multnomah County	Washington County	Total
County Administrative Costs	307,103	411,834	542,220	1,261,157
<i>% of SHS program costs</i>	5%	4%	4%	4%

County Partner Snapshots

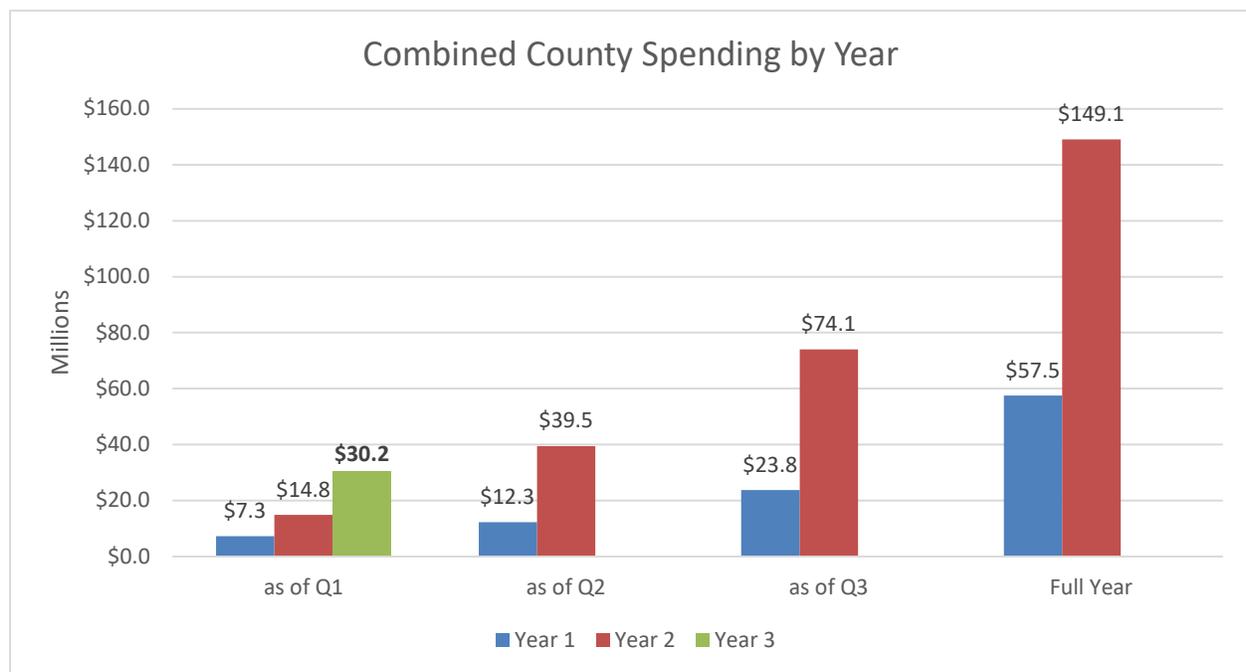
The following pages summarize financial information by county, in both numerical and visual form. This provides a consistent format to compare the similar but unique programs of each county.

Note: SHS Program Revenue reported below is per the counties’ financial reports. It may differ from the revenue reported above due to additional revenue, such as interest earnings, and differences in timing per each county’s accounting policies.

Key Takeaways:

- Together, the counties have spent a combined total of \$30.2 million on SHS program costs in the first quarter of Year 3 (July 2023 – September 2023), which is a significant increase from the \$14.8 million spent last year at this point.

County Summary (in millions)				
	Clackamas County	Multnomah County	Washington County	Total
Prior Year Carryover	\$92.7	\$126.4	\$111.6	\$330.7
SHS Program Revenue	\$3.7	\$1.9 ¹	\$6.6	\$12.2
Total Resources	\$96.4	\$128.3	\$118.2	\$342.9
Program Costs	\$6.1	\$9.9	\$14.3	\$30.2
Total Expense	\$6.1	\$9.9	\$14.3	\$30.2
Reserves	\$0.0	\$9.9	\$0.0	\$9.9
Ending Balance (incl. Reserves)	\$90.3	\$118.4	\$104.0	\$312.7

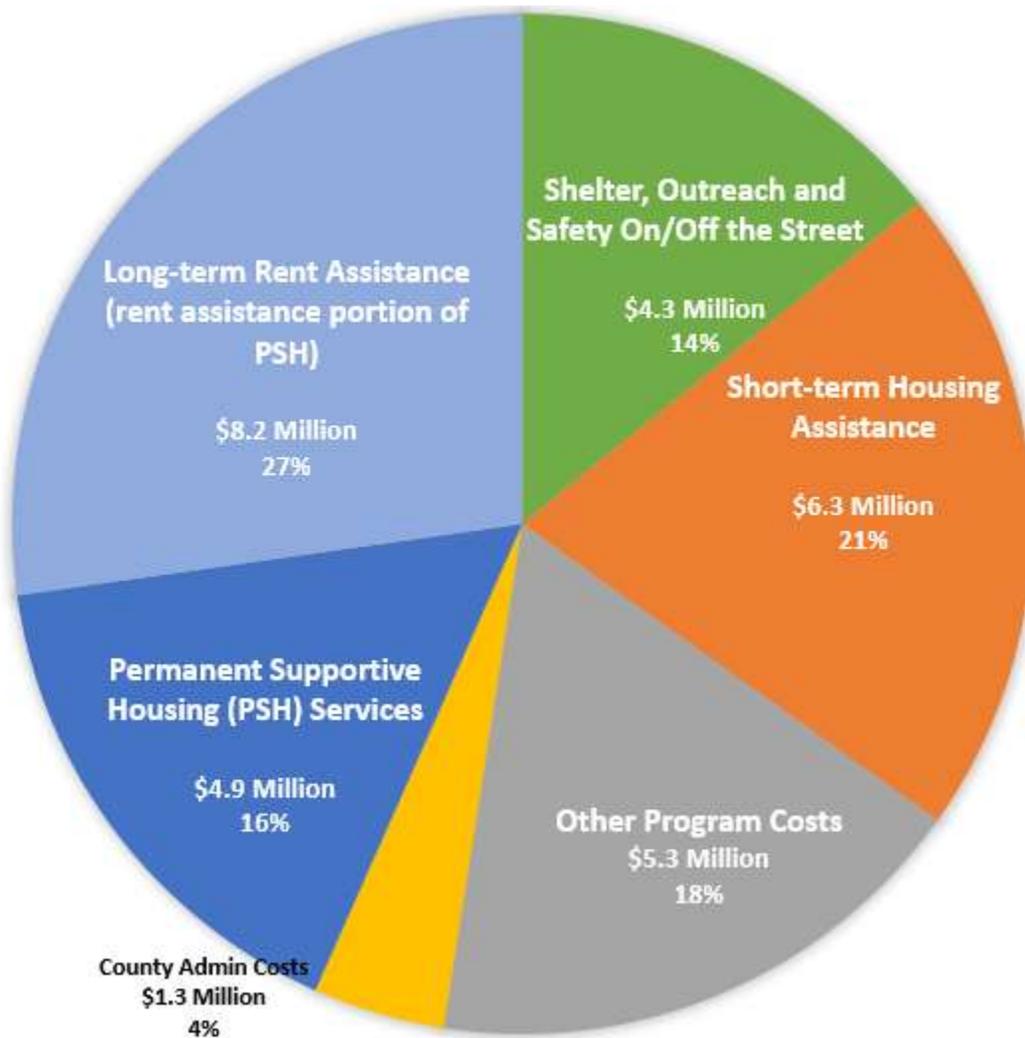


¹ This figure does not reflect the disbursement Multnomah County received in September 2023, which was entered into their accounting system in October 2023.

Regional SHS Spending by Program Category

\$30.2 million

(Year 3 Q1: July 2023 – September 2023)



Clackamas County Snapshot

Clackamas County included estimated carryover in its FY23-24 budget, however actual carryover was \$34.1 million higher due to higher than anticipated collections in the prior year. Similarly, Clackamas County’s budget for FY24 program revenue reflected Metro’s initial budget, which has since increased by \$24.7 million. As a result, Clackamas County expects to end the year with \$58.8 million more in resources than initially budgeted.

Clackamas County reported \$6.1 million in FY24 Q1 expenses, and based on its spend down plan, expects to have \$59 million in total expenses this fiscal year. This would result in an ending balance of \$103.8 million for next fiscal year, of which \$9.1 million is budgeted as a stabilization reserve.

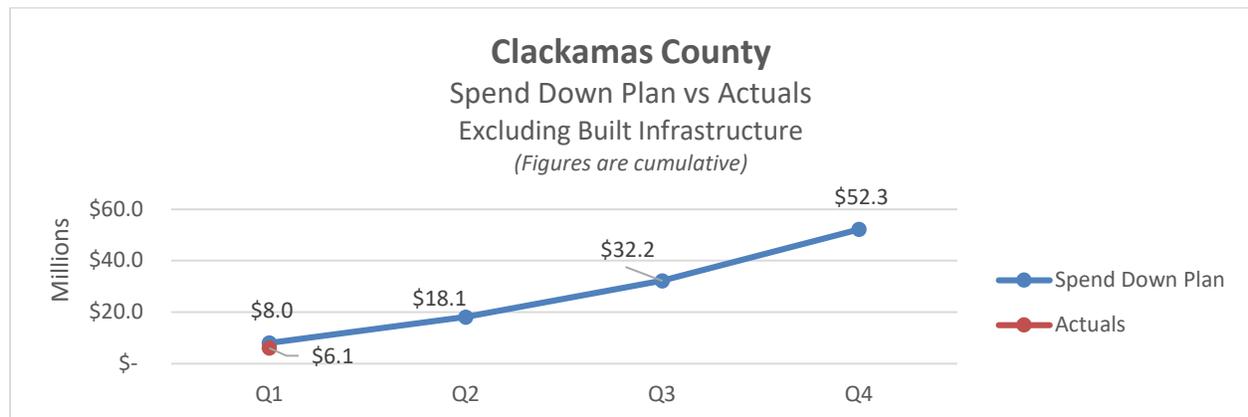
Clackamas County					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Prior Year Carryover	58,623,269	92,701,878	158%	92,701,878	158%
SHS Program Revenue	45,375,392	3,685,104	8%	70,102,058	154%
Total Resources	103,998,661	96,386,982	93%	162,803,936	157%
Program Costs	92,679,813	6,068,306	7%	59,029,378	64%
Contingency	2,263,770	-	0%	-	0%
Expense & Contingency	94,943,583	6,068,306	6%	59,029,378	62%
Reserves	9,055,078	-		9,055,078	
Ending Balance (incl. Reserves)	9,055,078	90,318,676		103,774,558	

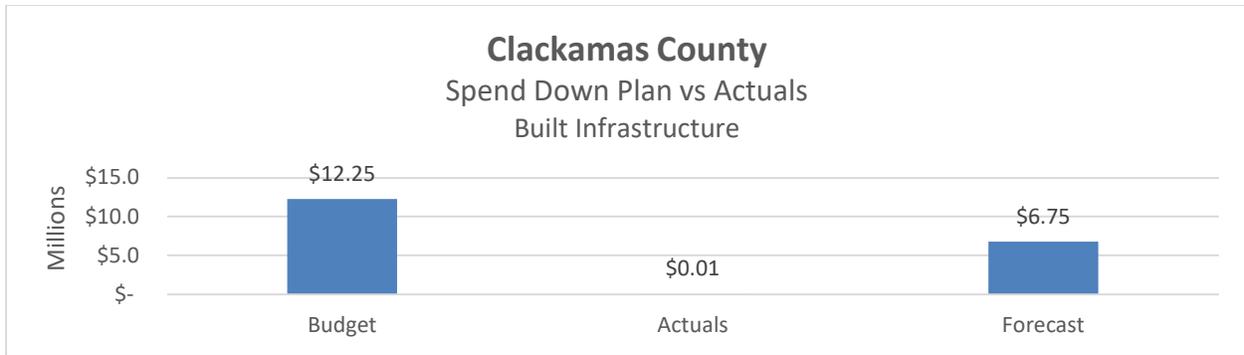
Spending Plans for Carryover Funds

Clackamas County’s spend down plan for carryover includes limited-term investments in service provider capacity building, an expansion of short-term rent assistance, capital investments in built infrastructure, and pilot programs to test new approaches. For example, in Q1 carryover funds were used for a new eviction prevention pilot program that provides mediation services between landlords and tenants.

Charts

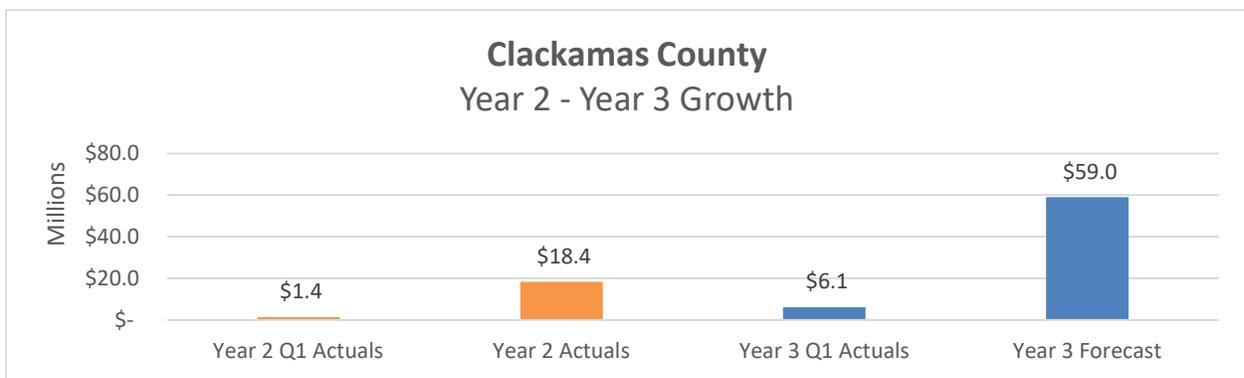
The charts below compare Clackamas County’s spend down plan with its actual expenses to date. Clackamas County’s spend down plan projects that it will spend 65% of its annual program budget in FY23-24, not including built infrastructure. Built infrastructure is forecasted separately (in the second chart) as these expenses tend to occur in large tranches as opposed to gradually over time.



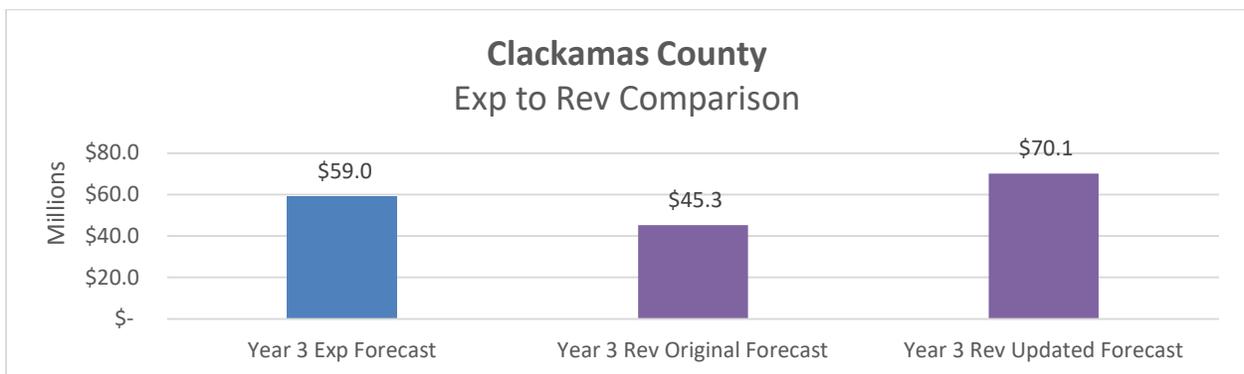


Built Infrastructure: Clackamas County has two projects in development (a crisis stabilization center and a transitional housing village), a solicitation out for resource/navigation center infrastructure, and plans for additional solicitations over the course of the fiscal year. The county anticipates spending approximately \$6.75 million on built infrastructure in FY 2023-24 and the remaining amount in future years.

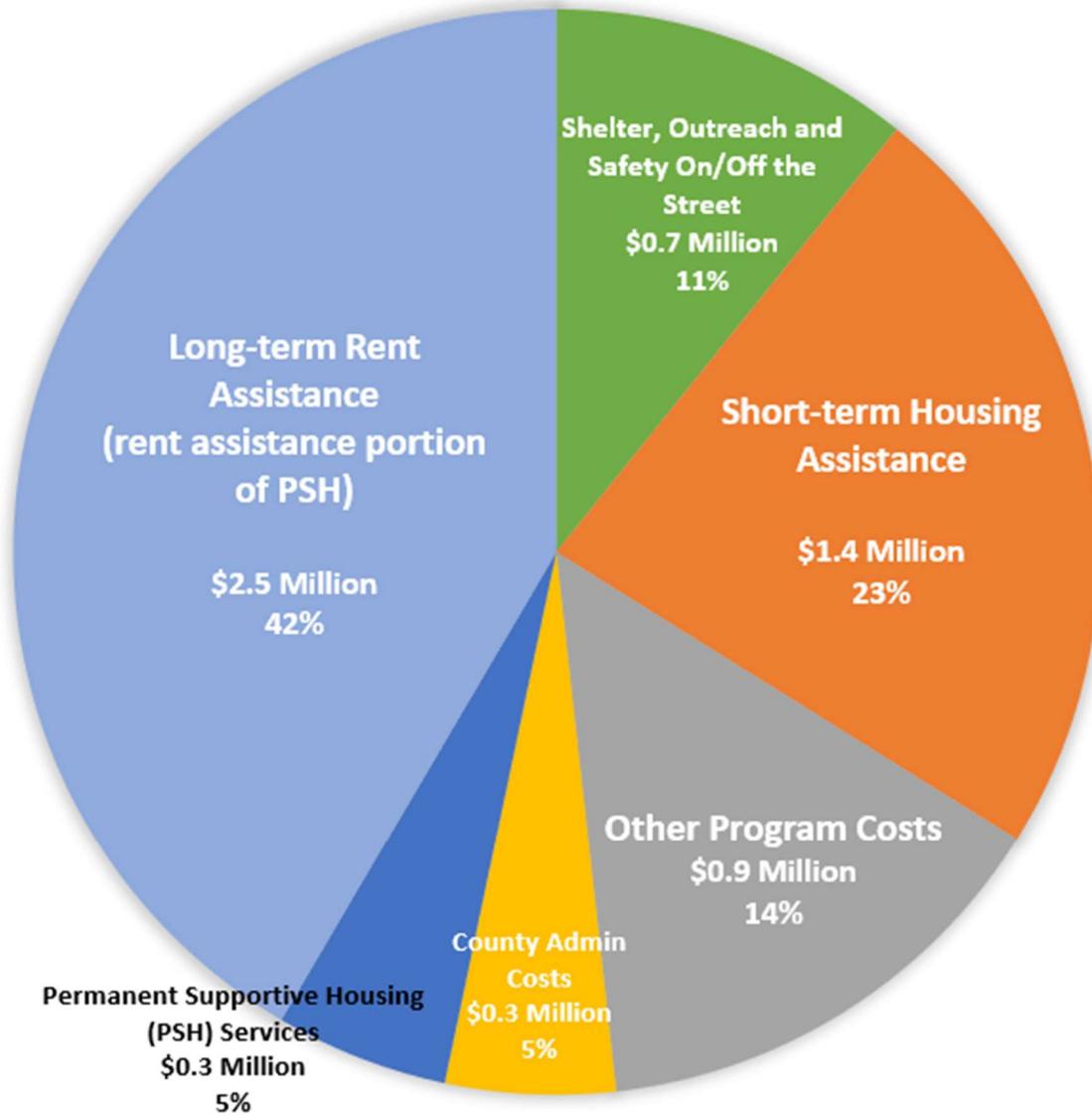
The following chart compares Year 2 spending with Year 3. Clackamas County has spent over 4 times more in Year 3 as compared to this time in Year 2.



The chart below compares expense and revenue forecasts (original and updated).



Clackamas County SHS Spending by Program Category
(Year 3 Q1: July 2023 – September 2023)



Multnomah County Snapshot

Multnomah County included estimated carryover in its FY23-24 budget, however actual carryover was \$68.2 million higher due to higher than anticipated collections in the prior year. Similarly, Multnomah County’s budget for FY23-24 program revenue reflected Metro’s initial budget, which has since increased by \$52.8 million. As a result, Multnomah County expects to end the year with \$121.0 million more in resources than initially budgeted.

Multnomah County reported \$9.9 million in FY24 Q1 expenses, and based on its spend down plan, expects to have \$105.5 million in total expenses this fiscal year. This would result in an ending balance of \$169.9 million for next fiscal year, of which \$9.9 million is budgeted as a stabilization reserve.

Multnomah County					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Prior Year Carryover	58,146,092	126,381,795	217%	126,381,795	217%
SHS Program Revenue	96,190,265	1,911,716	2%	148,966,874	155%
Total Resources	154,336,357	128,293,511	83%	275,348,669	178%
Program Costs	139,604,379	9,878,858	7%	105,423,284	76%
Contingency	4,809,513	-	0%	-	0%
Expense & Contingency	144,413,892	9,878,858	7%	105,423,284	73%
Reserves	9,922,465	9,922,465		9,922,465	
Ending Balance (incl. Reserves)	9,922,465	118,414,653		169,925,385	

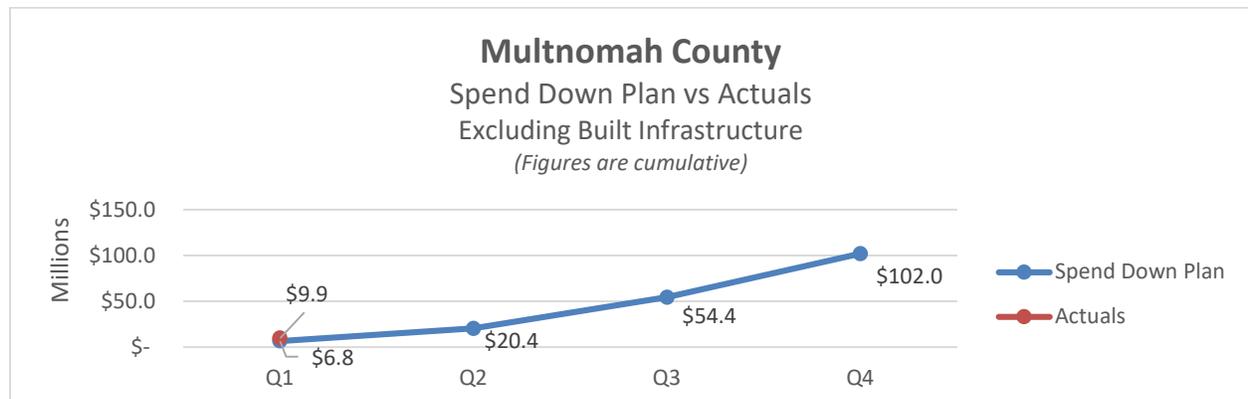
Note: These budget figures are based on Multnomah County’s amended budget as of September 7, 2023. Multnomah County has since amended its budget again, however this amended budget was not due to Metro until after the submission of their Q1 report. As such, it will be reflected in future reports.

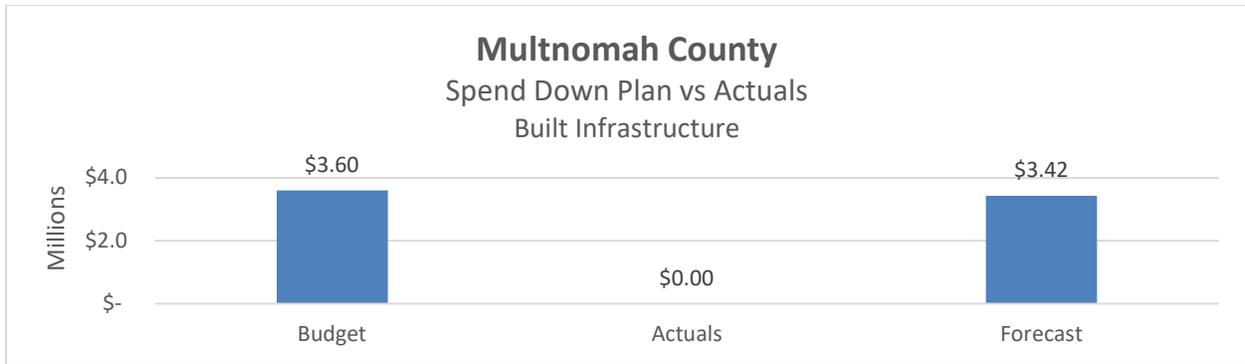
Spending Plans for Carryover Funds

Multnomah County’s spend down plan for carryover includes limited-term investments in short-term rent assistance, service provider capacity building grants, and capital investments in shelter-related built infrastructure and temporary alternative shelter sites with the City of Portland.

Charts

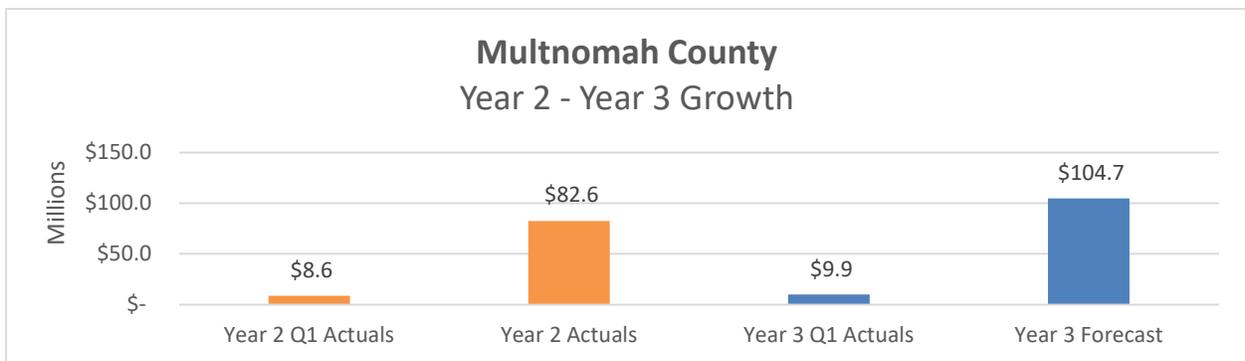
The charts below compare Multnomah County’s spend down plan with its actual expenses to date. Multnomah County’s spend down plan projects that it will spend 75% of its annual program budget in FY23-24, not including built infrastructure. Built infrastructure is forecasted separately (in the second chart) as these expenses tend to occur in large tranches as opposed to gradually over time.



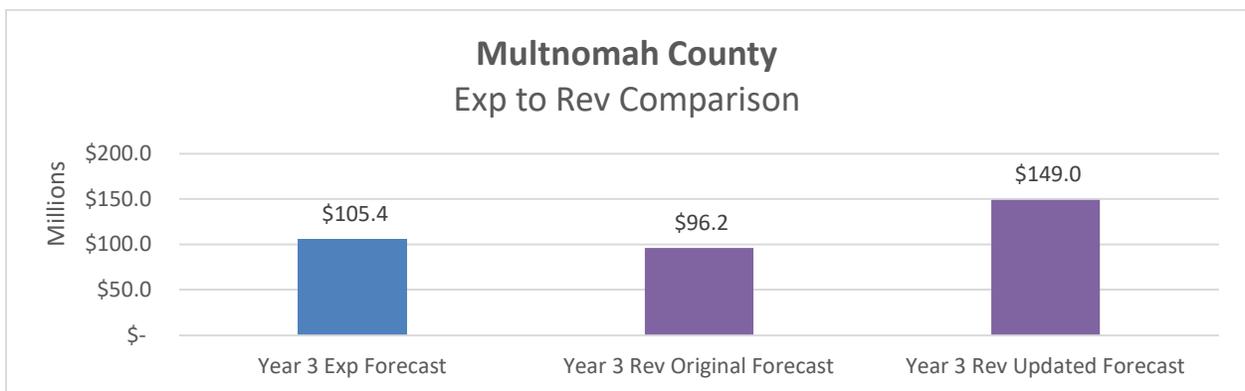


Built Infrastructure: Multnomah County infrastructure projects include stabilization and transitional housing, as well as Withdrawal Management and Sobering in collaboration with Multnomah County’s Behavioral Health Division. Additionally, efforts are being made to expand shelter access by adding more beds to new and existing sites.

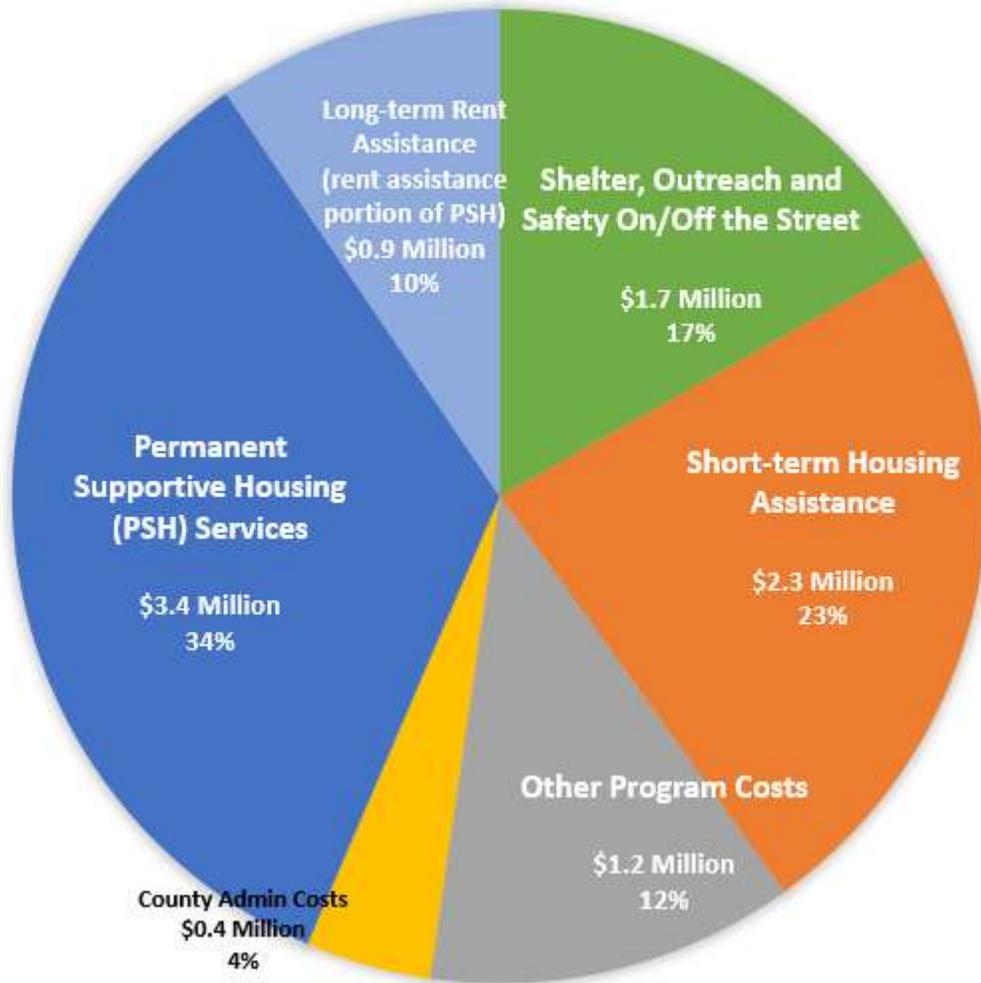
The following chart compares Year 2 spending with Year 3. Multnomah County expects to exceed Year 2 spending by approximately 25%.



The chart below compares expense and revenue forecasts (original and updated).



Multnomah County SHS Spending by Program Category
(Year 3 Q1: July 2023 – September 2023)



Washington County Snapshot

Washington County included estimated carryover in its FY23-24 budget, however actual carryover was \$64.6 million higher due to higher than anticipated collections in the prior year. Similarly, Washington County’s budget for FY23-24 program revenue reflected Metro’s initial budget, which has since increased by \$38.8 million. As a result, Washington County expects to end the year with \$103.5 more in resources than initially budgeted.

Washington County reported \$14.3 million in FY24 Q1 expenses, and based on its spend down plan, expects to have \$69.7 million in total expenses this fiscal year. This would result in an ending balance of \$151.5 million for next fiscal year.

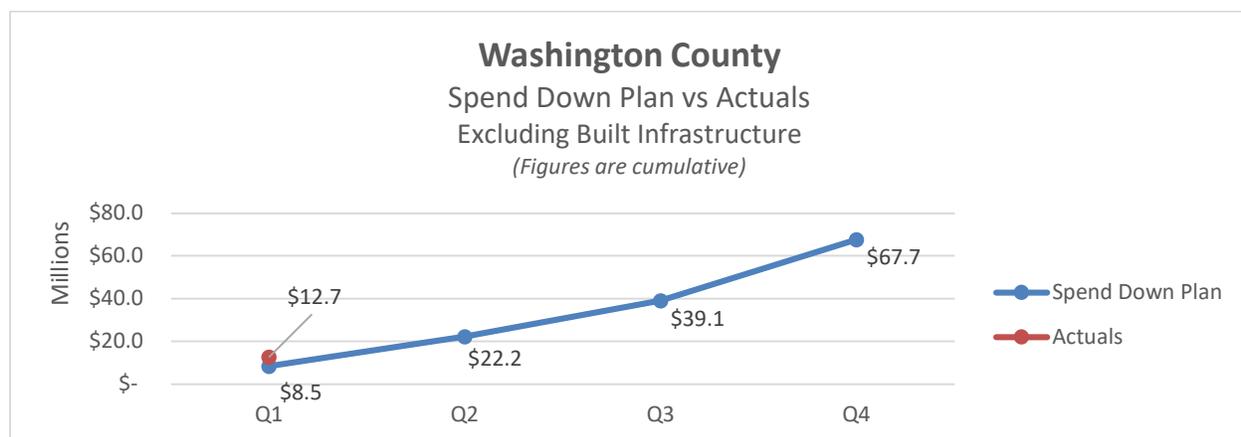
Washington County					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Prior Year Carryover	46,999,271	111,634,685	238%	111,634,685	238%
SHS Program Revenue	70,700,000	6,593,494	9%	109,534,466	155%
Total Resources	117,699,271	118,228,179	100%	221,169,151	188%
Program Costs	86,262,661	14,264,249	17%	69,713,474	81%
Contingency	3,535,000	-	0%	-	0%
Expense & Contingency	89,797,661	14,264,249	16%	69,713,474	78%
Reserves	27,901,610	-		-	
Ending Balance (incl. Reserves)	27,901,610	103,963,930		151,455,677	

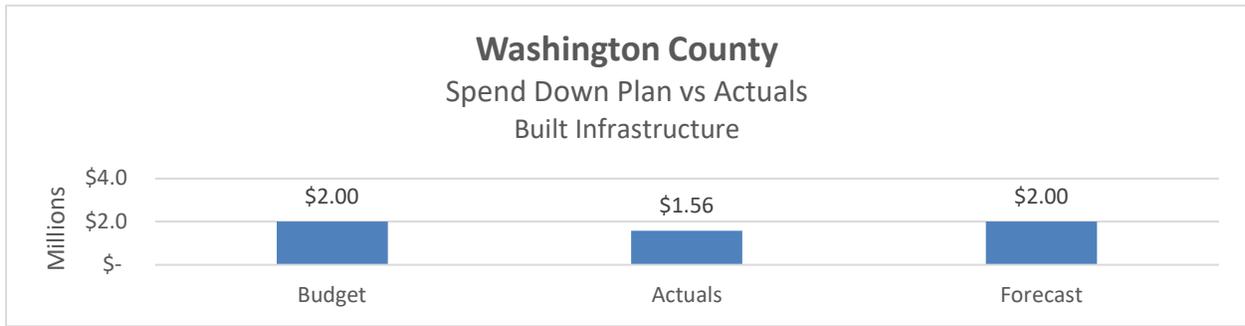
Spending Plans for Carryover Funds

Washington County’s spend down plan for carryover includes significant investments in built infrastructure for shelters, drop-in centers, and permanent supportive housing. It also includes investments in service provider capacity building and an expansion of short-term rent assistance.

Charts

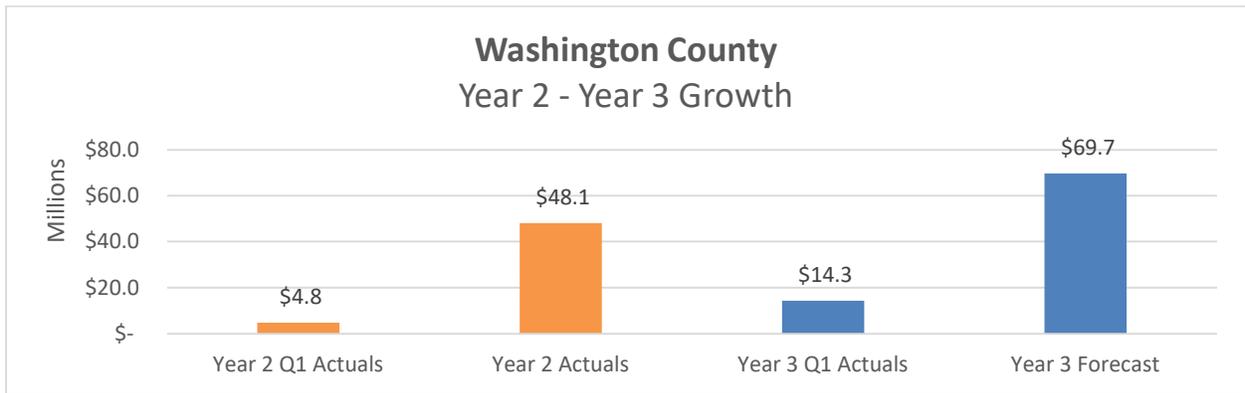
The charts below compare Washington County’s spend down plan with its actual expenses to date. Washington County’s spend down plan projects that it will spend 80% of its annual program budget in FY23-24, not including built infrastructure. Built infrastructure is forecasted separately (in the second chart) as these expenses tend to occur in large tranches as opposed to gradually over time.



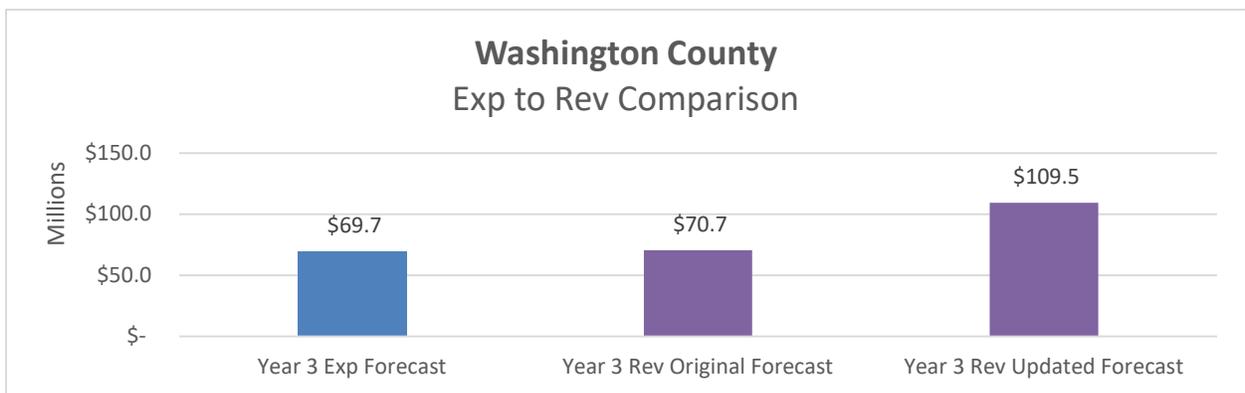


Built Infrastructure: Washington County has two projects in development: the Center for Addiction Triage & Treatment and the Elm Street Acquisition.

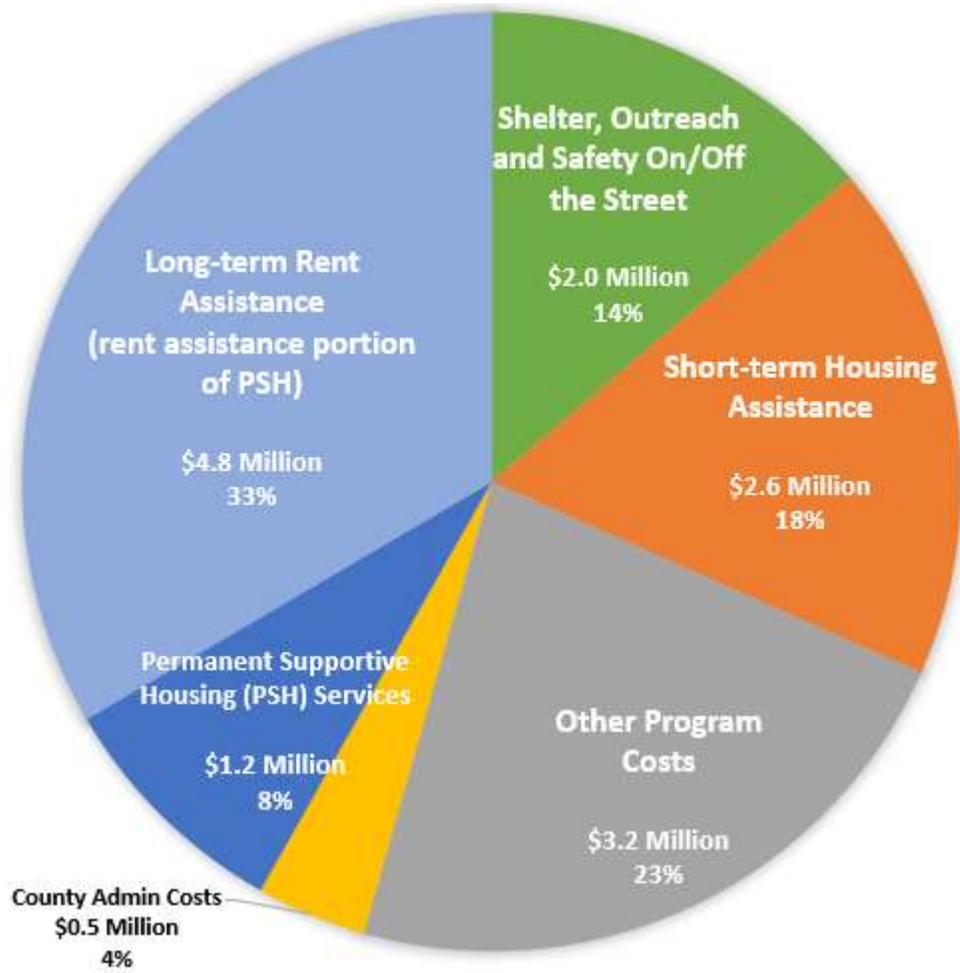
The following chart compares Year 2 spending with Year 3. Washington County has spent almost 3 times more in Year 3 as compared to this time in Year 2.



The chart below compares expense and revenue forecasts (original and updated).



Washington County SHS Spending by Program Category
(Year 3 Q1: July 2023 – September 2023)



The following materials were received
during the meeting.

09:32:30 From Jenny Lee to Everyone:

Iâ€™ve lost my voice and am not great this morning so I will probably be off-camera/in the chat (but wanted to be sure we had quorum!)

09:55:58 From Kanoë Egleston (she/her) to Hosts and panelists:

Dan Field will also be joining for the MultCo CAP updated.

10:38:55 From Felicita Montebianco, NWHF, she/her to Everyone:

I think that definition would be super helpful to have in the report, in the glossary.

10:43:30 From Becky Wilkinson to Everyone:

Thank you, I have a conflict at 11am I need to pop off for but should be back in shortly after 11:30am.

11:03:10 From Felicita Montebianco, NWHF, she/her to Everyone:

+1 to Susan. I appreciated being reminded in the report that one of the guiding principles of this measure is "innovate: evolve systems to improve"

11:04:51 From Mike Savara to Everyone:

Hi all, I'm switching to my phone as I'll be traveling - still here!

11:33:12 From Felicita Montebianco, NWHF, she/her to Everyone:

measures of success for this strategy?

11:39:22 From Patricia Rojas (she/her) to Everyone:

It will be important to keep the committee updated on communications work happening in the meantime.

11:54:26 From Becky Wilkinson to Everyone:

I like trying that format

11:59:57 From Patricia Rojas (she/her) to Everyone:

Since we didn't have time today to get into recommendation discussion, we will dedicate most of the next meeting to a recommendations discussion.

12:00:00 From Felicita Montebianco, NWHF, she/her to Everyone:

Kris' email?

12:00:19 From Kris Smock to Everyone:

Kris@kristinasmockconsulting.com

12:00:34 From Felicita Montebianco, NWHF, she/her to Everyone:

can we get an update on committee recruitment at our next meeting?

12:00:41 From Councilor Christine Lewis to Hosts and panelists:

Thank you all for a great meeting today

12:00:46 From Patricia Rojas (she/her) to Everyone:

Staff will also send a follow up e-mail with Kris's e-mail.

12:01:11 From Yesenia Delgado (She/her/ella) to Everyone:

@felicia, yes we can do that

12:02:01 From Mike Savara to Everyone:

thanks all! appreciate your work and hope to see folks in person if possible this month!

12:02:19 From Felicita Montebianco, NWHF, she/her to Everyone:

thanks!!!



Metro



Metro Regional Supportive Housing Services

FY24 Q1 program progress summary

SHS Oversight Committee | January 2023



This slide deck is prepared for the Metro SHS Oversight Committee and represents a summary of county SHS implementation progress through Quarter 1 of FY23-24 (July 1, 2023—September 30, 2023). This summary was created using information and data from the Quarter 1 quarterly reports submitted by partner jurisdictions to Metro.

These slides provide a high-level summary of progress, with a focus on progress to goals. For more detail, please refer to county quarterly reports.

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Permanent supportive housing transforms lives across greater Portland



Program highlights

- In Clackamas County there was significant expansion and growth of programs, including doubling the capacity of a culturally specific shelter program and launching the county's first large-scale SHS-funded rapid rehousing programs
- In Washington County they made progress in addressing unsheltered homelessness and increasing jurisdictional and street outreach provider coordination through Locally Coordinated Command Centers (LC3s) efforts
- Multnomah County worked with the Health Department to utilize both Medicaid and SHS funds to support individuals accessing the health and homeless systems

Overall successes this quarter

- Counties have overall made the progress expected in Q1 on their programmatic goals, and will see increased placements / spending on Q2-Q4
 - Includes significant progress by Clackamas County in RRH placements and Clackamas and Washington Counties in eviction prevention
- Technical assistance to services providers has continued to increase across all of the counties
- There is an increased focus on healthcare and housing services integration across the region, including behavioral health
- Improved internal processes, such as streamlining invoicing and coordinated access redesign and expansion, are positively impacting county and partner capacity

Regional overview: Progress to goals snapshot as of September 30, 2023

Permanent Supportive housing* placements				
	Clackamas	Multnomah	Washington	Regional total
Progress	117 households <i>209 people</i>	95 households <i>119 people</i>	102 households <i>135 people</i>	314 households <i>463 people</i>
Goals	405 households 29% of goal reached	490 households 19% of goal reached	500 households 21% of goal reached	1,395 households

**Supportive housing: permanent supportive housing and other service-enriched housing for Population A (e.g. transitional recovery housing)*

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	<i>150 people</i>	<i>134 people</i>	<i>45 people</i>	<i>329 people</i>
Goals	120 households	515 households	300 households	935 households
	48% of goal reached	17% of goal reached	12% of goal reached	

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	<i>684 people</i>	<i>51 people</i>	<i>1032 people</i>	<i>1767 people</i>
Goals	625 households	600 households	500 households	1,725 households
	47% of goal reached	4% of goal reached	72% of goal reached	

Regional overview: Progress to goals snapshot as of September 30, 2023

Additional program types: Shelter beds/units

	Clackamas	Multnomah	Washington	Regional total
Progress	150 beds	324 beds	0 beds/units	474 beds / units
Goals	155 beds	245 beds	60 beds/units	460 beds / units
	97% of goal reached	132% of goal reached	0% of goal reached	

Regional overview: Population A/B

Report Out : Q1 (FY23-24)

		Long-term Homeless (Population A)			Homeless/At Risk (Population B)			TOTAL (regional)
		Clack	Mult	Wash	Clack	Mult	Wash	
Total households placed/ stabilized in housing		379	137	113	89	70	393	1,181
Total people placed/ stabilized in housing		802	178	156	241	126	1056	2,559

Regional Long-term Rent Assistance program snapshot

	Clackamas	Multnomah	Washington	Regional total
Total housed (leased up) this year	100 households	84 households	101 households	285 households
Total households in housing using RLRA voucher*	506 households	456 households	964 households	1,926 households

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Overall challenges and barriers

- Ongoing challenges with workforce recruitment and retention
- Housing program participants presenting with higher-acuity behavioral and physical health needs
- Data Analysis
- Alignment across financial and program information in reports

Looking ahead

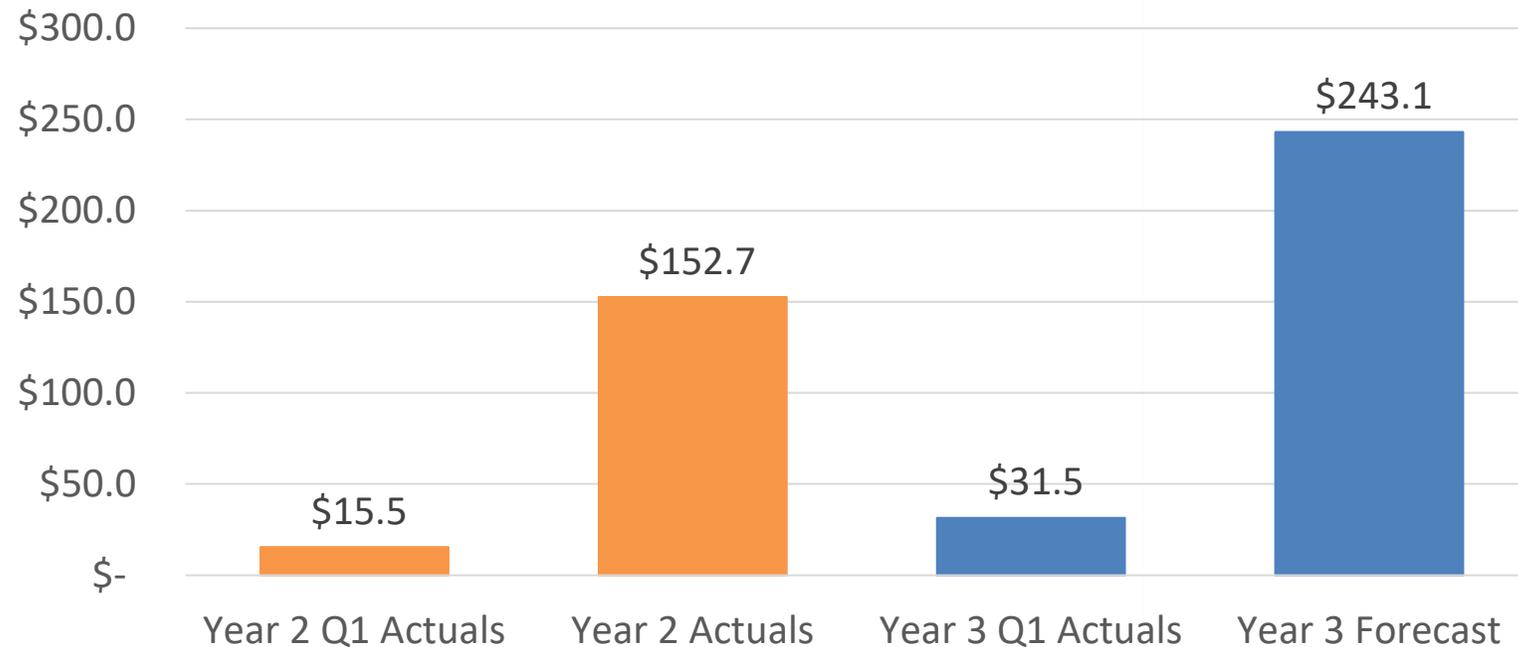
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- Oversight Committee responsibilities:
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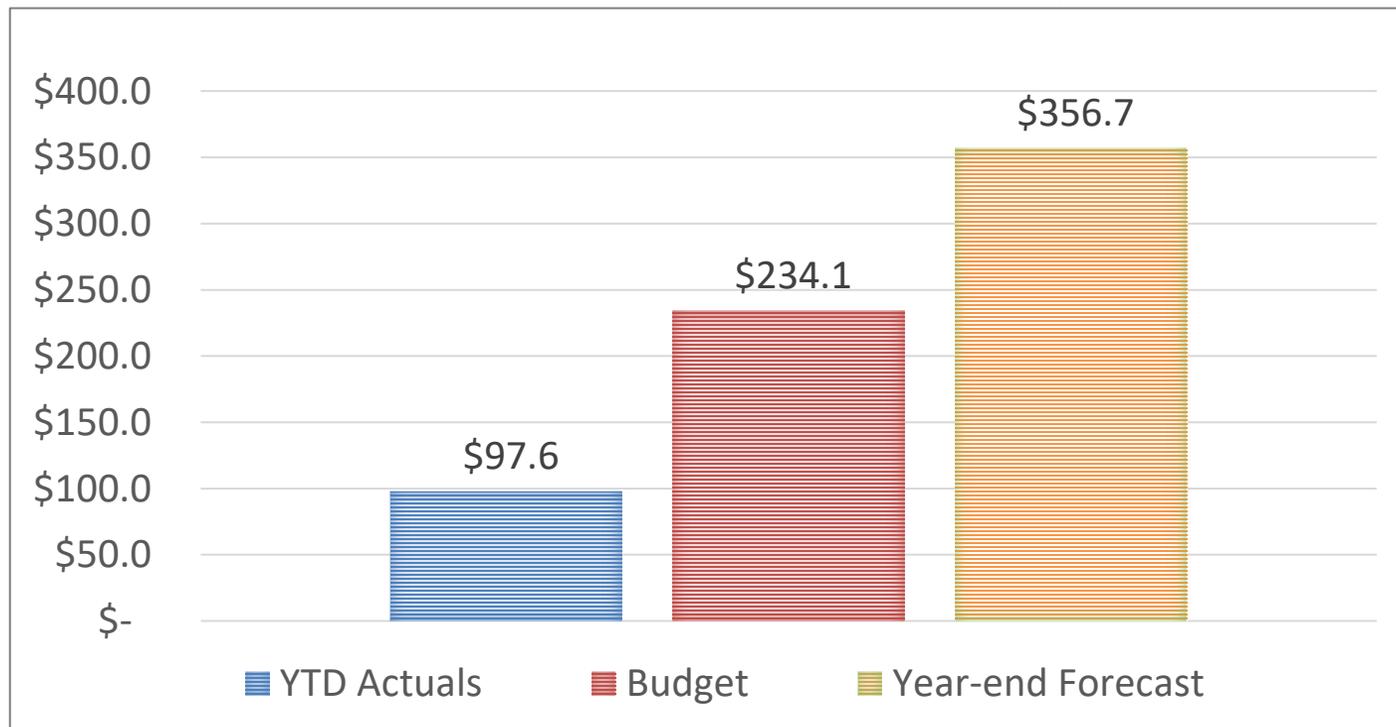
Regional spending

Regionally, spending is double the amount spent last year at this point of the year.



Tax revenue

The year-end forecast predicts higher tax collections than budgeted for the year.



Tax collection costs

Tax collection costs are forecasted to be 3% of tax revenue.

	Budget	YTD Actuals	Forecast
Personnel	\$5.0M	\$0.3M	\$5.0M
Materials & services	\$5.0M	\$0.3M	\$5.0M
Contingency	\$0.8M	\$0.0	\$0.8M
Tax collection costs	\$10.8M	\$0.6M	\$10.8M
% of tax revenue	5%	3%	3%

Metro Administration

Metro receives 5% of net collections for program administration and oversight.

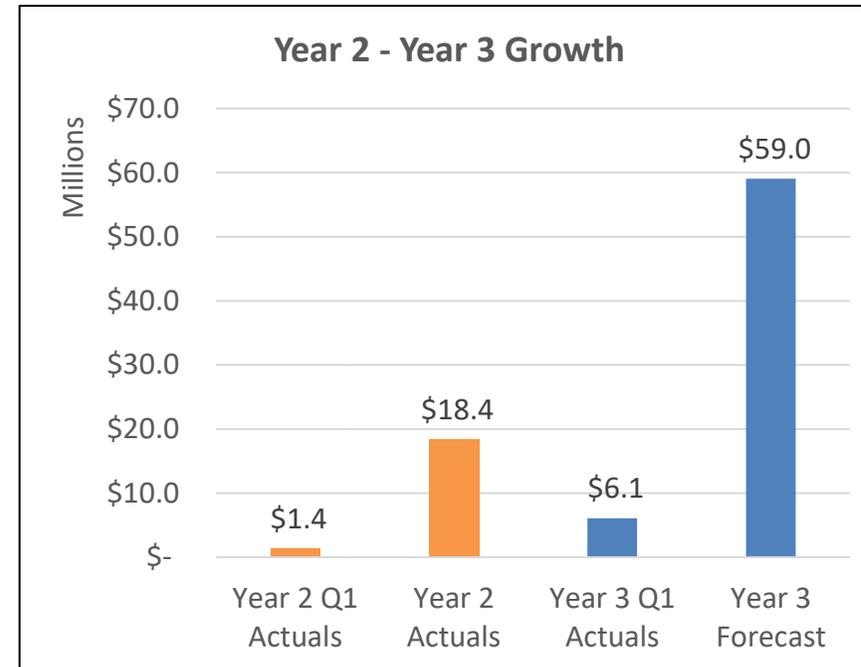
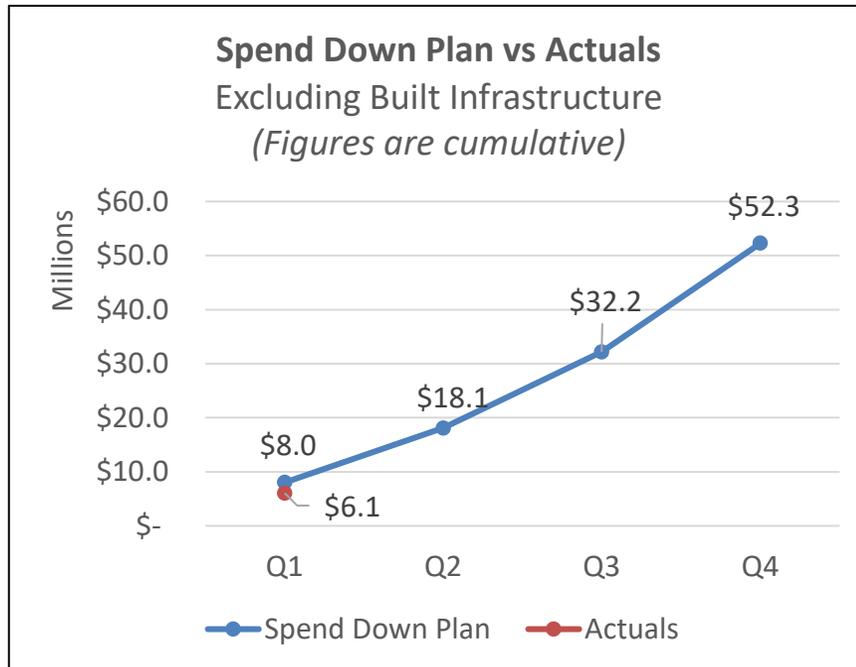
	Budget	YTD Actuals	Forecast
Resources	\$26.2M	\$22.6M	\$40.0M
Personnel (34.6 FTE)	\$5.4M	\$0.4M	\$3.0M
Materials & services	\$3.3M	\$0.1M	\$2.5M
Indirect costs	\$3.4M	\$0.8M	\$3.4M
Expenses	\$12.1M	\$1.3M	\$9.0M
Carryover to next period	\$14.1M	\$21.3M	\$31.0M

County Administration

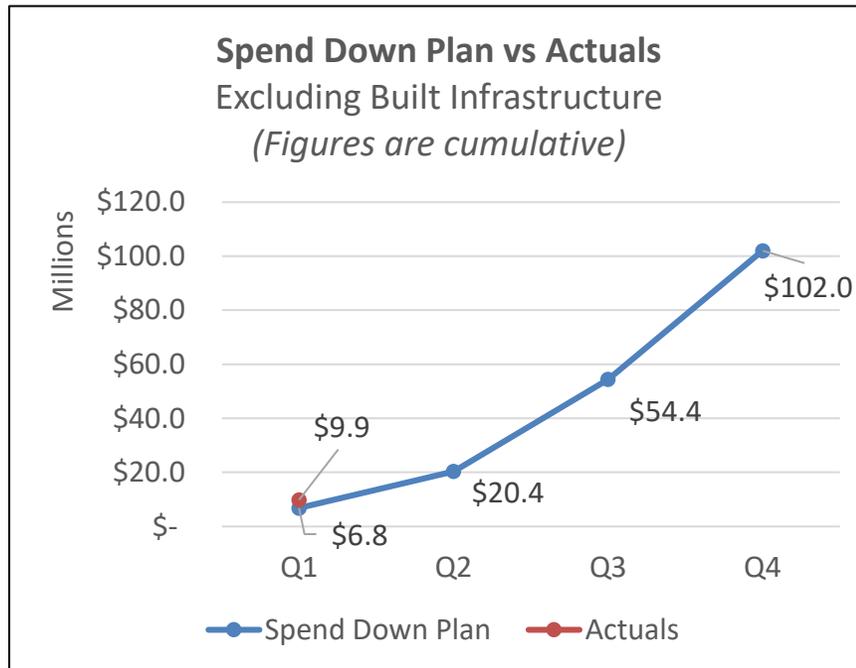
Metro recommends county administration does not exceed 5% of program revenue.

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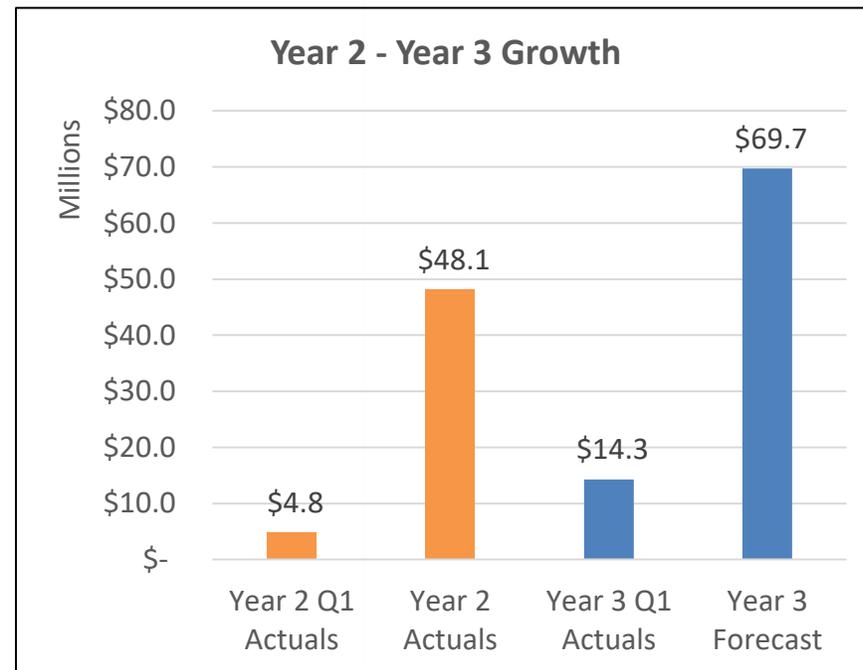
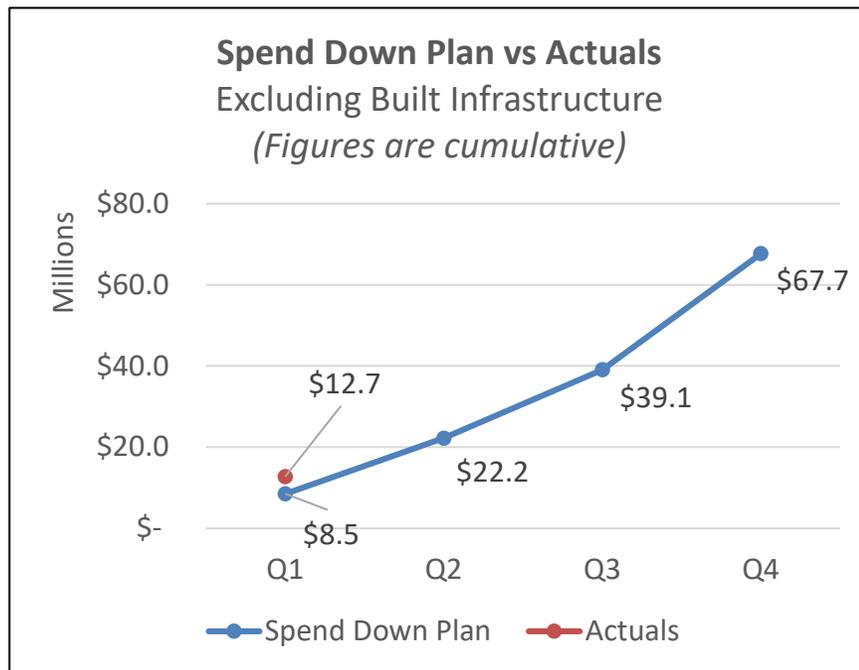
Clackamas County



Multnomah County



Washington County



Committee Discussion

Questions?



oregonmetro.gov





Metro



Metro Regional Supportive Housing Services

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SHS Oversight Committee | January 2023



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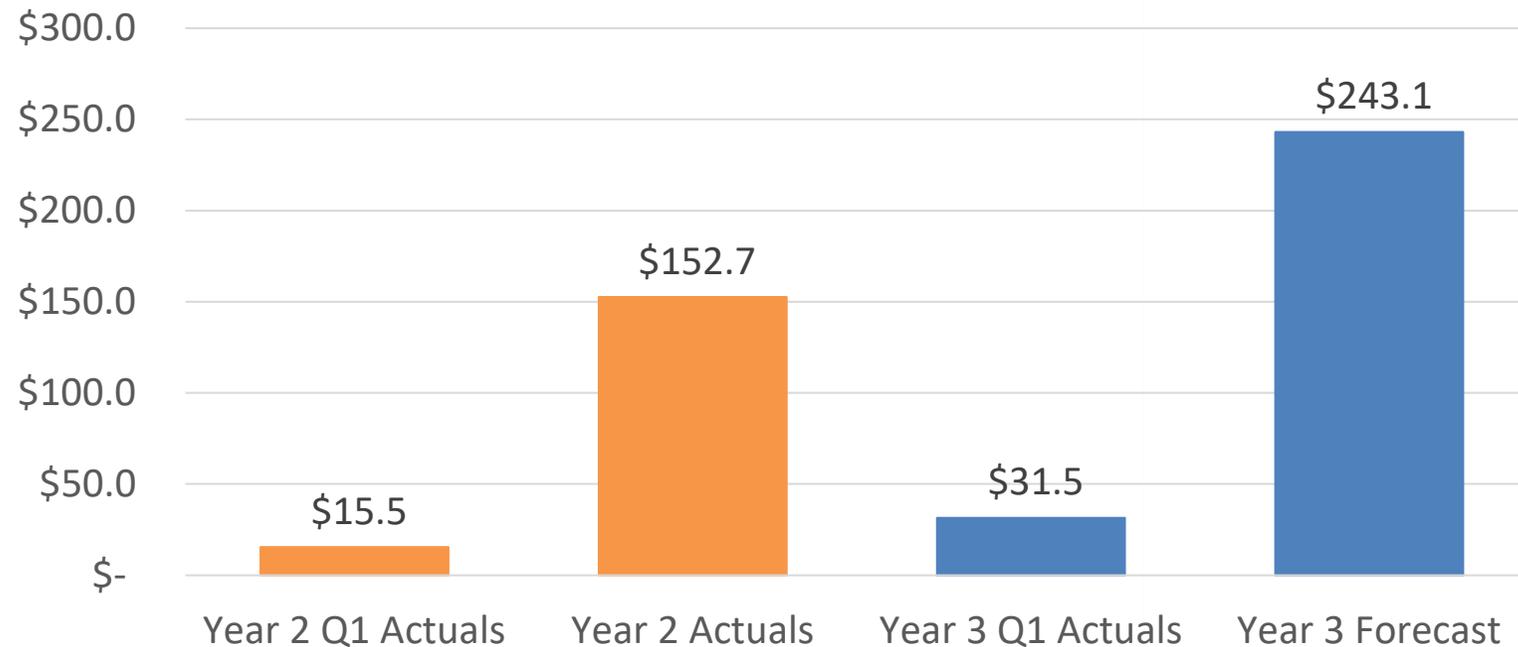
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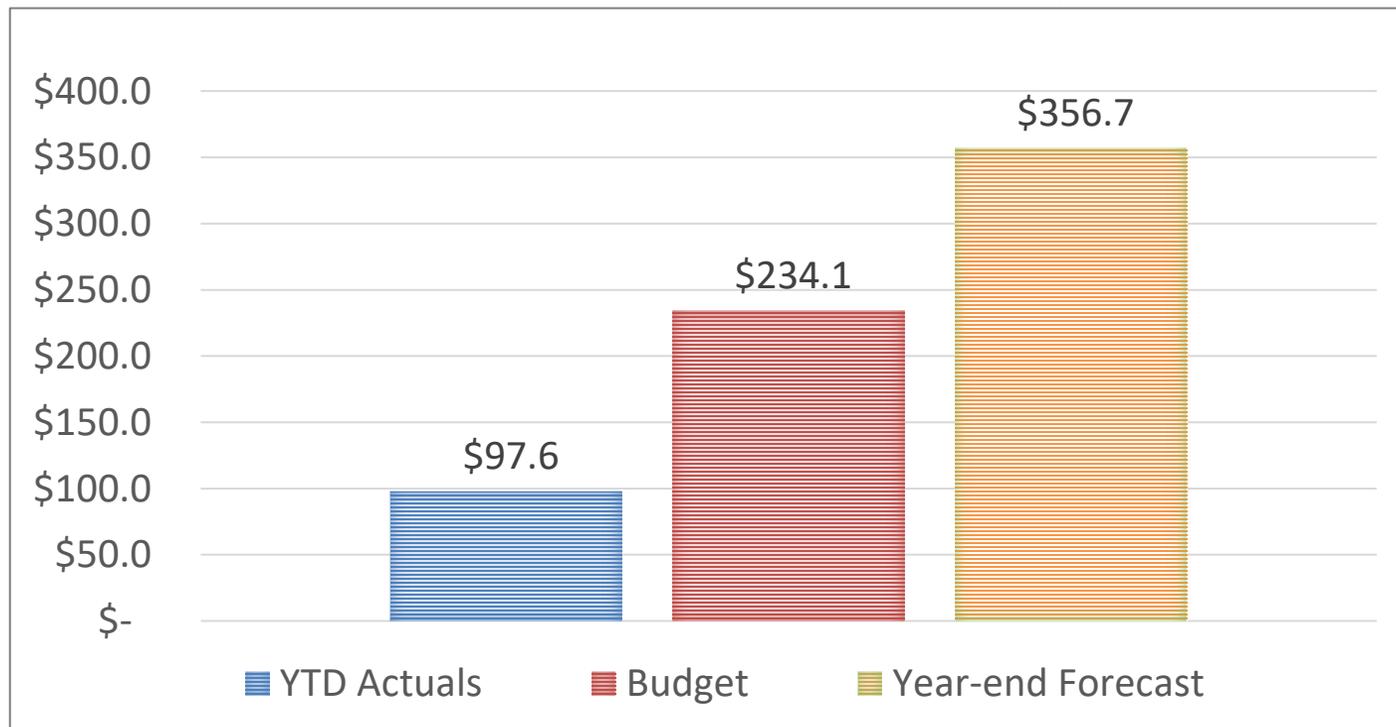
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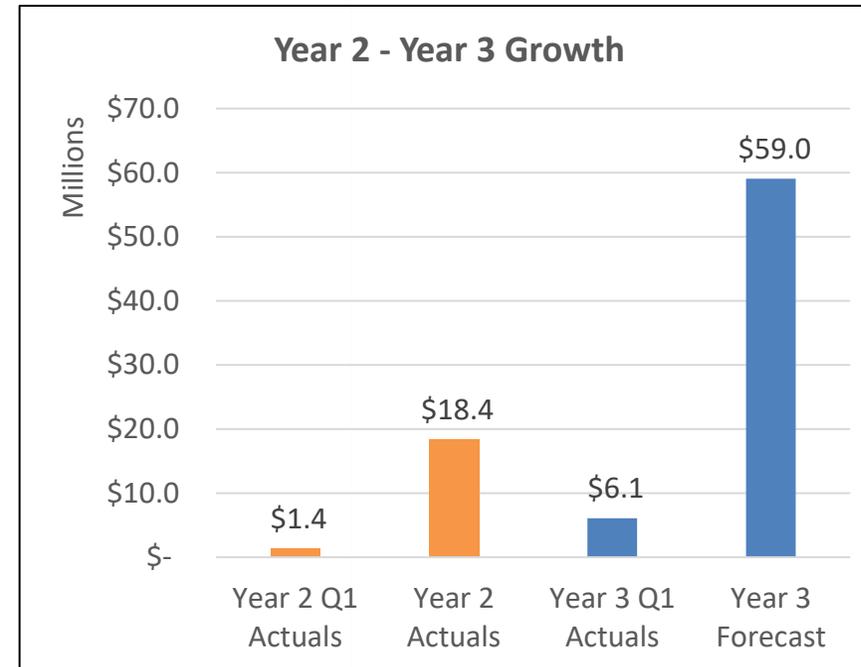
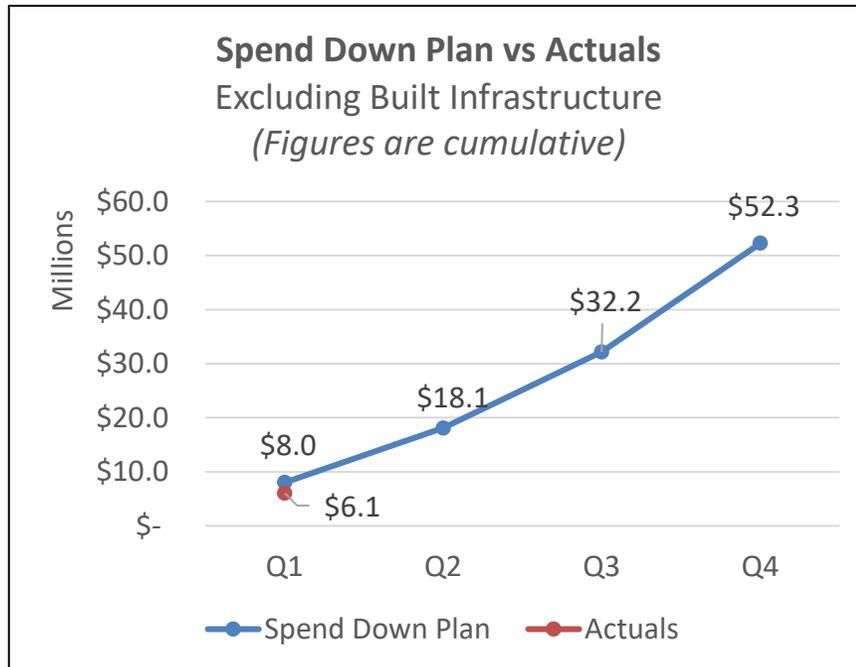
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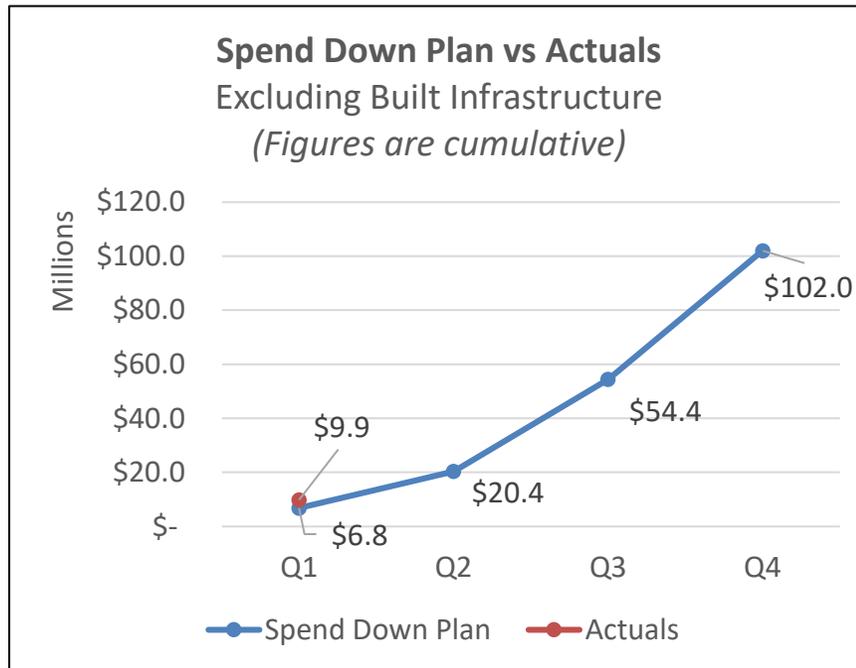
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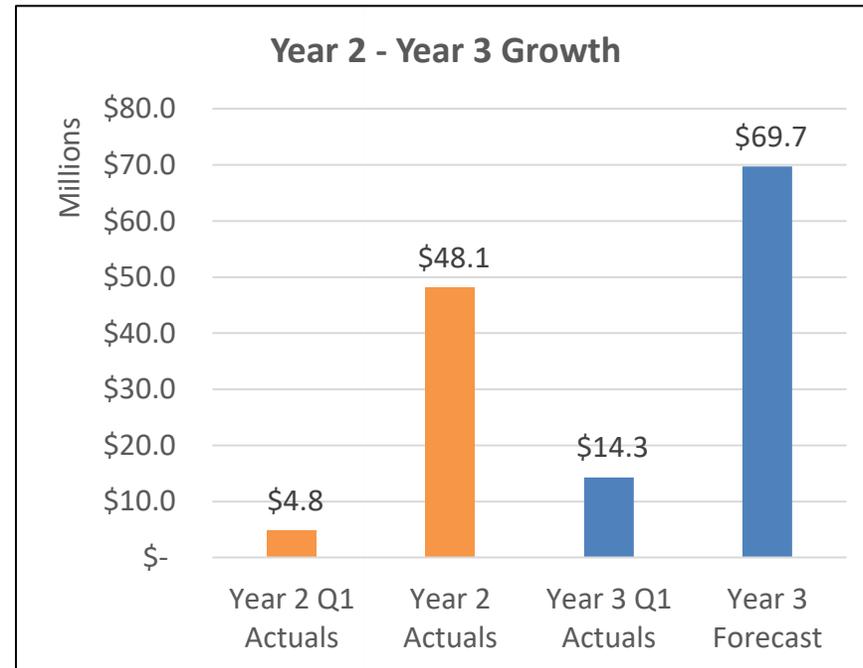
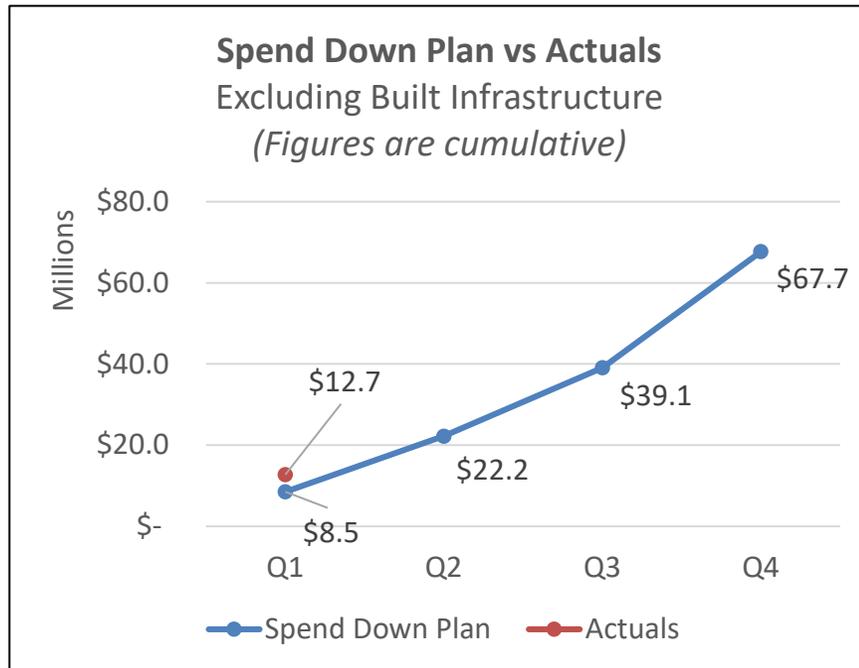
Clackamas County



Multnomah County



Washington County



Committee Discussion

Questions?



oregonmetro.gov





Metro

Metro Regional Supportive Housing Services

Recommendations update and process for FY23

SHS Oversight Committee | January 2023

Overview of roles and responsibilities

Local implementation plans and Regional Plan

- Evaluate and recommend Local Implementation Plans
- Approve Regional Plan developed by the Tri-County Planning Body
- Recommend changes to the Local Implementation Plan to:
 - Achieve regional goals and/or to better align the Local Implementation Plan with the Work Plan
 - Align with Regional Plan developed by the Tri-County Planning Body
 - Address a recommendation or a significant change in circumstances impacting homelessness in the Region

Overview of roles and responsibilities

Annual reporting and work plans

- Review county annual work plans
- Accept and review annual reports for consistency with approved Local Implementation Plans and regional goals
- Provide annual reports and presentations to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners assessing performance, challenges and outcomes and provide recommendations

Overview of roles and responsibilities

Fiscal oversight

- Monitor financial aspects of program administration, including review of program expenditures, including:
 - Annual review and consideration of whether the recommended administrative costs should be reduced or increased
 - Includes Metro, county, and service provider administrative costs
- Evaluate tax collection and administrative costs incurred by Metro, Local Implementation Partners and service providers and consider if any costs should be reduced or increased

Overview of roles and responsibilities

Other

- Provide input on corrective action plans before Metro requires them of counties

FY22 recommendations

Categories:

- Regional communication strategy
- Budgeting/financial reporting and expectations
- Workforce issues
- Program expansions
- Data, reporting and evaluation

Category 1: Regional communication strategy

Create a robust communication strategy on the progress and nature of Metro supportive housing services that effectively reaches the broader community. Metro staff will lead and coordinate with jurisdictional partners and nonprofit providers to create and implement a communication strategy that helps the public understand the nature and goals of Metro supportive housing services and communicates progress, successes and challenges of the supportive housing services fund in a manner that is easily accessible and understandable by the general public. Additionally, Metro will offer communication support to jurisdictions and nonprofit providers in the form of technical assistance and access to the Metro communications team.

Metro will contract with external communications experts to help design the campaign and allocate internal resources to implement and manage the campaign.

A successful strategy will ensure the public understands clearly what the Metro supportive housing services team and each county are doing in layperson's terms and that the information is shared through various mediums.

Category 1: Regional communication strategy

Update as of December 2023:

- Communications team is making significant progress toward the development of a robust communication strategy that covers the whole department, with a significant emphasis on Supportive Housing Services
- The team is growing from a staff of 2 to 5 and expanding their capacity for both external and internal communications requests and needs
- A scope of work is currently being developed with a consultant, who will begin working in February / March to develop the strategic communications strategy for the department
- We expect the work influenced by this strategy will gain momentum by summer 2024 and fully built out around December 2024
- Metro will continue working closely with the counties to align on messaging and increase the effectiveness of communications across the region
- With the counties and service provider partners, Metro will work to further identify needs around communications, and what resources and/or training Metro may provide.

Category 2: Budgeting/financial reporting and expectations

Update reporting templates by the start of FY23-24 to clearly show quarterly and annual progress toward annual work plan goals. In coordination with jurisdiction partners, Metro will update all programmatic and financial tools, including the annual budget template, spend down plans, and quarterly and annual financial reporting, to effectively communicate the fiscal state of supportive housing services. Adjustments include the following elements:

- a. Improved communication on budget to actuals
- b. Quarterly reporting on roll-over and spend down plans to actuals
- c. Clarity on unspent funds and their intended use
- d. Clarity on future financial obligations such as long-term rental assistance payments
- e. Narrative regarding financial challenges
- f. Information about number of contracts and amount of contracted funding
- g. Semi-annual reporting of total invoiced by providers by investment area
- h. Clearly articulated financial expenditures to outcomes, including spending on Population A and Population B
- i. Updates on tax collections costs, implementation and challenges

Metro will also coordinate technical assistance for jurisdictions and partners as necessary.

Category 2: Budgeting/financial reporting and expectations

Update as of December 2023:

Improved communication on budget to actuals	
Quarterly reporting on roll-over and spend down plans to actuals	
Clarity on unspent funds and their intended use	
Narrative regarding financial challenges	
Information about number of contracts and amount of contracted funding	

Category 2: Budgeting/financial reporting and expectations

Update as of December 2023:

Semi-annual reporting of total invoiced by providers by investment area (<i>now provided annually</i>)	
Updates on tax collections costs, implementation and challenges	
Clarity on future financial obligations such as long-term rental assistance payments	
Clearly articulated financial expenditures to outcomes, including spending on Population A and Population B	

Category 3: Workforce issues

Develop a work plan and timelines that incorporate short-term and long-term strategies for addressing workforce issues. Though the supportive housing services regional goals and metrics include workforce related items, these represent minimum standards.

The work plan should consider the following:

- a. More robust training for providers
- b. Multi-year capacity building investments
- c. More intentional capacity support to small/emerging culturally specific providers
- d. Evaluating current allocation and use of administrative funds with the goal of ensuring that all expenses related to Metro supportive housing services administration are covered. Research will include incorporating feedback from providers and jurisdictions
- e. More capacity building support for providers
- f. Increased ability to hire and retain workers
- g. Specific data on the number of staff positions and diversity of organizations workforce, what they are doing for employee retention including preventing burnout and average pay for peers/outreach
- h. Raising awareness that these workforce problems exist for other publicly funded services as well, and those challenges must also be addressed
- i. Additional supports for existing staff (e.g. mental health and wellbeing) for retention

Metro will update the committee by July 2023 on progress toward a work plan that includes strategies for expanding resources, technical assistance, training and other supports to service providers in service of strengthening provider capacity. Workforce-related goals and metrics may also be updated as part of the tri-county planning body's recommendations.

Category 3: Workforce issues

Update as of December 2023:

- The tri-county planning body is developing recommendations that enable the counties and Metro to coordinate and support regional training that meets the diverse needs of individual direct service staff, with sensitivity to the needs of BIPOC agencies.
- The Housing Department has designed a six-person Regional Capacity Team charged with developing programming for technical assistance and training.
 - This team is currently leading a cooperative procurement process with the Counties to increase the pool of qualified providers of technical assistance available.
 - The team currently has one staff; Metro is currently in the process of hiring a team manager and program assistant who will join the department in January / February.
 - Once on board, the manager will work with counties and service providers to build out a series of regional capacity building programs.

Category 3: Workforce issues

Determine the feasibility and potential design of multi-year capacity building investments for service providers and report findings back to the oversight committee. The feasibility analysis should answer:

- a. Can these types of investments be made? If not, why?
- b. Could these be made available at least to culturally specific and small/emerging organizations? If not, why?

Then, create a multi-year funding program for culturally specific, small and emerging supportive housing services providers. Report back to the committee with funding requirements, expected outcomes, potential funding commitments and implementation timeline.

The above are specific strategies the oversight committee recommends being deployed within one year, with a report back from Metro staff or counties on commitments and timelines by May 2023.

Category 3: Workforce issues

Update as of December 2023:

- Clackamas County has multi-year contracts. The county qualifies providers generally for 4 years. Contract duration depends on the type of contractor and program, but all contracts can be renewed into multi-year contracts.
- Multnomah County currently does not issue multi-year contracts; however, most service provider contracts are renewed annually. Multnomah county's qualification process qualifies providers for 5 or 7 years.
- Washington County also does not issue multi-year service contracts but does qualify providers for multiple years, with an annual renewal process. Most contracts are renewed annually.

The counties are continuing to analyze their processes and identify if there is an opportunity for a multi-year funding program for culturally specific, small and emerging supportive housing services providers.

Category 3: Workforce issues

Address service provider wage/compensation equity to provide better guidance to county partners in meeting their SHS equity goals and to develop more consistency in wage standards across the region. Strategies should be developed in collaboration with local and state stakeholders and prioritize culturally specific providers.

Category 3: Workforce issues

Update as of December 2023:

- One of the Tri-County Planning Body's goals is ensuring contracts between counties and SHS funded agencies and providers will establish standards throughout the region to achieve livable wages for direct service staff.
 - They are currently working with Homebase, who is conducting a scan of local and national service provider compensation practices.
 - They are also coordinating Stakeholder Workgroup meetings, comprised of local housing service providers.
 - Recommendations for the standards will be delivered to TCPB in early 2024.
- The [Multnomah County's wage study](#) was completed in August 2023. JOHS has already begun to increase its support for workforce development—for example, in 2022-23, JOHS provided funding increases for agencies up to 8 percent of their operating budgets—and will continue to work toward the implementation of the recommendations.

Category 4: Program expansions

Identify and implement regional strategies that facilitate integration of health services, with a focus on behavioral health including mental health and substance use services, that lead to increased service access/options for people experiencing homelessness. The strategies should prioritize the needs of Black, Indigenous and other people of color (BIPOC) and LGBTQ+ households in accessing health services. The strategies that are developed should apply in outreach, shelter, housing navigation, short-term housing and permanent housing, including strengthening crisis and long-term health supports.

Category 4: Program expansions

Update as of December 2023:

- Metro has been in close communication with County leadership and Health Share to identify and implement strategies that facilitate integration of health services with the homeless services system.
 - Homebase, a consultant with lots of experience in health systems integration, is coming alongside Metro to convene, facilitate, research, and structure this work.
- A new leadership, meeting, and workgroup structure was adopted in November. The regional leadership team includes representatives from Clackamas, Multnomah, Washington, Health Share, Metro and Homebase. Sub-groups will include a data sharing/integration workgroup and multiple systems integration project teams.
- The Medicaid Waiver work continues at the regional leadership meetings. OHA has identified the initial priority population to receive housing benefits from Medicaid as people who are at risk of eviction or homelessness.

Category 5: Data, reporting and evaluation

Evaluate current practices for data collection, reporting and evaluation to ensure that all reporting, evaluation and program needs are being met. Metro staff will come back to the oversight committee with any additional considerations for reporting needs from this evaluation, including the following suggestions from the committee:

- a. Numbers served, disaggregated by demographics
- b. Key performance measures for each intervention
- c. Overall regional numbers and trends
- d. Regional long-term rent assistance vouchers deployed and retention
- e. Evidence-based reporting on contributing factors
- f. Other evaluation, programmatic and compliance needs that arise

Category 5: Data, reporting and evaluation

Update as of December 2023:

The annual report template has been updated. Major changes include:

- Table of SHS programs and populations served
- Provider contracts table
- Data tables showing progress to county annual workplan goals
- Full regional metrics reporting, including equity metrics
- Stronger focus on spending successes, challenges and next steps

Compliance: Metro is working with Homebase to establish a compliance framework to ensure ongoing monitoring, compliance and performance risk assessments. The first phase of monitoring is expected to begin Spring 2024.

Hiring: Metro is also building out its data and compliance team and expects to hire 4 positions by spring 2024.

Category 5: Data, reporting and evaluation

Create a plan to address ongoing regional data alignment and community input needs, including developing regional data definitions, standards and methodologies. Metro staff may consider launching an ongoing regional data workgroup.

Category 5: Data, reporting and evaluation

Update as of December 2023:

- As mentioned with the previous recommendation, Metro is building out its data and compliance team.
- Metro and the counties are continuing to negotiate the data sharing agreement, which will advance our ability to measure program performance, efficacy, quality and integrity .
- There are bodies of work currently advancing:
 - The tri-county planning body is working with the regional data team to develop benchmarks for quarterly and annual report metrics.
 - There are staff newly dedicated a new body of work that will establish SHS standards for PSH. This will include clarifying eligible populations, establishing clear definitions, levels of care and service models.

Next steps for FY23

- **Staff will continue to provide SHSOC quarterly updates on recommendations**
- **Committee will have time to assess progress and ask questions for FY 21-22 recommendations**
- **1/29 SHS Oversight Committee will discuss recommendations for FY 22-23**