



Supportive Housing Services Oversight Committee Meeting Summary

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)
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.

Member attendees

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

Absent members

Carter MacNichol (he/him)

Elected delegates

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

Absent elected delegates

Washington County Chair Kathryn Harrington (she/her), Clackamas County Chair Tootie Smith (she/her), City of Portland Mayor Ted Wheeler (he/him)

Metro

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

Kearns & West Facilitator

Ben Duncan (he/him)

Welcome and Introductions

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

Ben Duncan, Kearns & West, introduced himself as a neutral third-party facilitator and facilitated introductions between Supportive Housing Services (SHS) Oversight Committee members. He noted that there is no quorum for meeting summary approval, but once more members join, the Committee will return to that agenda item.

Patricia Rojas, Metro, shared that the Metro Housing Department has been hiring and recently filled four key positions. She noted that three policy positions are in the open recruitment or interview process.



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Yesenia Delgado, Metro, shared that Metro is reviewing annual reports and finalizing the recruitment process to identify and hire candidates to support data work based on recommendations from the Committee. She shared that Metro would have more staffing updates at the next meeting.

Conflict of Interest Declaration

Becky Wilkinson and Dan Fowler shared a potential conflict of interest.

Public Comment

Maggie Skenderian provided verbal public comment.

Metro Tax Collections and Disbursement Update

Rachael Lembo, Metro, shared that Metro collected almost \$100 million this year, of which \$90 million has been distributed to the counties. She clarified that this year's collections cover September, October, and November.

Discussion: Multnomah County Corrective Action Plan (CAP) Update

Yesenia shared that the CAP update is through October 31 and that multiple items are complete, one item, Housing Multnomah Now, is at risk, and other items are on track. She noted that Metro and Multnomah County meet regularly to discuss CAP items.

Dan Field, Joint Office of Homeless Services Director, Multnomah County, highlighted that the investment in organizational health dollars went to United Way at the end of the last calendar year, which will be dispersed in 60 days. He shared that the organizational health dollars will help providers keep their workforce on track and that the dollars allow for maximum flexibility. He noted that there are challenges with Housing Multnomah Now and that they are developing plans to address them.

Kanoe Egleston, Joint Office of Homeless Services, Multnomah County, shared that the second Housing Multnomah Now location is open where 25 individuals have been assessed and 1 person housed. She noted that four additional site locations have been identified and they are now identifying providers for those sites. She shared they will come back next month with a more robust update.

Dan Field added that Governor Kotek will hold a press conference tomorrow to share how Oregon-All-In dollars were spent across the state. He noted that Multnomah County hit its mark and is now focused on driving Housing Multnomah Now.

Felicita Montebianco asked how long providers will have to spend the organizational health dollars from United Way and if they know how much funding they will receive.

Dan Field replied that providers do not know how much money they will get, and neither does Multnomah County. He stated that they informally briefed the partners on the formula for allocation, but until the formula is run, they don't know how many funds providers will receive. He elaborated that the formula divides \$10 million between provider full-time employees (FTE) focused on work in the homeless and housing space. He shared that providers will be

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asked to spend the funds this calendar year and that they have until June to declare their spending strategy. He stated that they don't anticipate spending issues and that most dollars will go to short-term strategies for retention and training.

Susan asked when the money would go out, if it would be as a grant, if this could be renewed in the next fiscal year, and if the formula only included SHS-funded FTEs.

Dan Field replied that they anticipate the money going out as a lump sum in less than 60 days, which would be late February or early March. He reflected that there is a national discussion around the issue of nonprofit workforce and health, and if the County decides to fund this for an additional year it would look to strengthen community practice around organizational health and bring in technical assistance, national expertise, and evidence-based strategies. He clarified that the formula only included SHS-funded FTEs.

Susan noted that a lump sum is good and reflected the difficulty in focusing on capacity building in a short timeframe.

Becky asked if they anticipate getting on track for Housing Multnomah Now spending.

Dan Field replied no, not as currently outlined, which is why they are developing different scenarios to broaden work. He stated that Multi-Agency Collaborative Director, DeAnna Negrete is working closely with Kanoe and the team and is very talented. He stated that there would be more of an update at the next meeting.

Susan appreciated Dan Field's transparency and asked if they were thinking about going back to long-term providers to ask them what they think about approaches.

Dan Field clarified that things are going well but are going more slowly than initially thought. He stated that they are engaging with providers daily to think of alternatives to expand the work. He shared that they are not abandoning Multnomah Now but rather just making midcourse adjustments.

Ben Duncan, Kearns & West, reflected that some Committee recommendations related to organizational health. He asked if the community of practice model Dan Field described could be applied across other jurisdictions at a regional level and what were other key learnings. He also asked if the FTEs described only account for FTEs in Multnomah County and how that would work for providers that operate across the region.

Dan Field replied that it would be only Multnomah County FTEs, and if an employee worked 50% in Washington County and 50% in Multnomah County, that can be classified as 0.5 FTE. He shared that Multnomah County contracted with United Way to get the dollars out as quickly as possible and to set them up for a potential larger-term strategy to build on the work underway. He considered plugging United Way into Metro's work on organizational health and pulling them in around June to talk about their work and lessons learned.

Ben noted that enough Committee members have joined the meeting to meet the quorum.

The Committee approved the December Meeting Summary.

Presentation: FY24 Q1 Update

Yesenia presented the FY24 Q1 program progress summary. She shared that counties have been scaling up programs and infrastructure to get folks housed and prevent entry into homelessness.

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She reminded the Committee that quarterly reports are reviewed against the counties' local implementation plans (LIPs) and annual work plans. She shared two recent stories including a new shelter opening in Cornelius and stated that the Metro Communications Team is working hard to share stories with the larger community. She detailed program highlights and successes for each county and shared a progress-to-goals snapshot, including households and individuals served in each program. She shared that overall challenges include workforce recruitment and retention, participants presenting with higher-acuity health needs, and data analysis. She shared that looking ahead, there will be a Q2 presentation from the counties and that the FY25 Annual Work Plans are due in April.

Susan asked what rapid rehousing is.

Yesenia replied that rapid rehousing are housing placement services such as supporting someone finding an apartment and other things that come with finding housing and provides retention services for up to 24 months.

Susan asked if Metro would evaluate if 24 months is enough time.

Yesenia replied that the additional data staff Metro is hiring will be to track retention rates and service areas. She stated that rapid rehousing will always be an available service and is intended for those with lower acuity needs. She reflected that Susan's question brings to light the families that need more wrap-around services and support, which is where Permanent Supportive Housing (PSH) and other services come in.

Patricia added that they have flexibility with SHS funds and that 24 months is not a hard cut-off.

Rachael presented finance updates and reminded the Committee of their financial oversight responsibilities. She shared that regional spending has doubled compared to last year and that they are expecting higher tax collections than budgeted, which will cause Metro's 5% of net collections for administration to be decreased to 3%. Rachael detailed spend-down plans and actuals for each county, noting that the numbers exude built infrastructure costs.

Felicita recommended having the county administration definition in the report glossary.

Discussion: First Draft of the Annual Report

Kris Smock, Kristina Smock Consulting, introduced herself as the consultant contracted to draft the Annual Report. She shared that Committee members have until January 15 to provide feedback on the first draft of the Report to be incorporated into the revised draft that will be shared on January 22. She added that there will be additional feedback opportunities during the January 29 meeting. She asked for feedback on framing, clarity, tone, and if anything is missing.

Felicita thanked Kris for her work and suggested including updates on the recommendations from last year. She remembered discussing multiyear capacity-building investments and shared it'd be nice to include an update in the report.

Kris replied that would be great feedback for the following agenda item.

Susan suggested adding a strong statement either in the introduction or recommendations, that SHS represents an unprecedented amount of funding and flexibility, and that jurisdictions haven't embraced the opportunity for flexible funding. She reflected that previously Multnomah County



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Commissioner Susheela Jayapal shared how Multnomah County did contracting and noted it's hard to pivot.

Dr. Taylor stated that goes back to tone and the need for a strong statement. He reflected that the draft had a more empathetic and optimistic tone and asked if the Committee wanted to lean into a tone of urgency.

Felicita agreed with Susan and appreciated the reminder in the Report that one of the SHS measure guiding principles is to innovate, evolve, and improve systems.

Kris stated that she could add a statement at the beginning of the transmittal letter. She shared that if the Committee made leveraging flexibility a recommendation, she could include it in the recommendations discussion. She reflected that this idea related to the challenges around county-wide bureaucratic systems in place. She stated that the tone is a balancing act and had intended an urgent tone in the transmittal letter but could word things more strongly.

Dan Fowler wondered if the Committee were to ask the counties if they are more flexible now than before the measure if they say yes or no. He shared that he has heard from providers they are running low on funds. He stated that not all counties and programs are the same and noted that the Committee should balance being specific without being critical and calling out certain counties and programs.

Kris shared that there was a previous suggestion for a public-facing shorter document that summarizes the Report and that she is working with the Metro Communications team to create that. She added that it's important to have the Population A and B data and that those will be added to the report once the numbers are ready, ideally in the next draft.

Susan stated the Committee should focus their attention on reviewing the transmittal letter and recommendations. She summarized the conversation by stating that funding flexibility hasn't been embraced and that there should be tougher language and a greater sense of urgency.

Ben reminded the Committee they could choose to make county-specific recommendations.

Kris reiterated that if members have limited time, to focus on the transmittal letter, introduction, and any particular issues they are interested in and send suggestions over email.

Discussion: FY22 Recommendations and FY23 Process

Yesenia provided an overview of the Committee's role and responsibilities and reminded the Committee of the FY22 recommendation categories: regional communication strategy; budgeting/financial reporting and expectations; workforce issues; program expansions; and data, reporting, and evaluation.

Israel Bayer, Metro, detailed the regional communication strategy and shared that Metro will be offering communications support for service providers and counties. He stated that Metro is making significant progress toward the strategy, including expanding its communications team to five staff and developing a scope of work to hire a consultant who will develop a communications strategy for the department by the end of December.

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Felicita asked what the measures of success would be for this strategy.

Israel replied that the scope of work would identify metrics of success. He added that being able to identify numbers and articles being written is important. He reflected that it is most important to speak to the consciousness of voters to see that housing is a human right and infrastructure to support a healthy society.

Patricia added that all Committee recommendations will have goals and metrics that are specific to measuring progress.

Jerimiah Rigsby asked if the Committee would see a draft communications plan in the summer or what the timeline would be.

Israel responded that Metro is hoping to have an outline of work in August and a finalized plan in December. He noted that there will be communications projects this year and they aren't waiting for the strategic plan to get started.

Rachael provided updates on the budgeting/financial reporting and expectations recommendations. She highlighted that seven elements of the recommendation were achieved, and two elements are in process: clarity on future financial obligations and clearly articulated financial expenditures to outcomes, including Population A and B spending.

Dan Fowler shared Rachael mentioned earlier that the overhead cost assumptions have been lowered which is a good message to share with the public.

Rachael clarified that the cost of tax collection hasn't changed, but since the tax revenue is higher than originally anticipated, the percentage of revenue allocated to tax collection has decreased.

Liam Frost, Metro, provided updates on the recommendation related to workforce issues in the work plan and shared an overview of the work the Tri-County Planning Body (TCPB) is doing, highlighting that four of the TCPB's recommendations overlap with the Committee's recommendations, including workforce training. He shared that Metro staff will present more information on the TCPB at the next meeting and that the housing department is building out a six-person regional capacity team.

Yesenia provided updates on the multiyear capacity-building investment recommendation. She shared that Clackamas County provides multi-year contracts, whereas Multnomah and Washington County renew contracts annually. She shared that counties are analyzing their processes to identify any opportunities for a multi-year funding program.

Liam provided updates on the wage equity recommendation and shared that one of the TCPB's goals is to ensure SHS contracts achieve livable wages for service provider staff. He elaborated that Metro is working with Homebase to conduct a scan of service provider compensation practices and that Metro is coordinating Stakeholder Workgroup meetings. He added that Multnomah County completed its wage equity study in August 2023.

Susan stated she would like to see a list of recommendations and written responses for each update in the meeting packet before the January 29 meeting.



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Ben supported that idea and suggested Metro use a format similar to the Multnomah County CAP chart.

Felicita liked that idea.

Patricia confirmed that Metro has a chart format they can use to share with the Committee.

Liam provided updates on the program expansion recommendation and noted that it overlaps with the TCPB's recommendation in aligning the health care and homeless service systems. He shared that Metro is working with county leadership and Health Share to identify and implement strategies.

Yesenia provided updates on the data, reporting, and evaluation recommendation. She shared that Metro has made updates to the annual reporting template and has contracted with Homebase to establish a compliance framework. She added that Metro is building out its data and compliance team to support data review and analysis. She shared that staff would continue to provide the Committee with quarterly updates on recommendations.

Next Steps

Susan shared that it would be helpful to start getting one meeting packet with all the materials in it, including the updated annual report, last year's recommendations, and the progress update chart.

Ben shared that the next steps include:

- Oversight Committee to share Annual Report feedback by 1/15 to Kris
- Metro to share recommendation updates in a written response
- Metro to provide one meeting packet moving forward
- Next Meeting: January 29, 9:30 am-12 pm
 - Potentially a hybrid meeting
 - Receive Committee recruitment update
 - Receive detailed Housing Multnomah Now update
 - Receive TCPB presentation

Adjourn

Adjourned at 12:00 pm.