

Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: Supportive Housing Services Oversight Committee Work Session
Date: February 12, 2024
Time: 9:30 a.m. to 12:00 p.m.
Place: Hybrid meeting (Zoom link; Metro Regional Center, Room 328)
Purpose: Discussion of recommendations from the oversight committee to be included in the FY23 annual regional report.

9:30 a.m.	Welcome and introductions
9:45 a.m.	Discussion: FY23 recommendations
10:45 a.m.	Break
11:00 a.m.	Continued discussion: FY23 recommendations
11:55 a.m.	Next steps
12:00 p.m.	Adjourn

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បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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Supportive housing services – Oversight committee

Overview of role and responsibilities

Last updated: January 2024

Background

In May 2020, voters in greater Portland approved Measure 26-210 to fund services for people experiencing or at risk of homelessness. The measure also established a “community oversight committee to evaluate and approval local plans, monitor program outcomes and uses of funds.”

The Metro Council established the Regional Oversight Committee on December 17, 2020 by amending Metro Code Chapter 2.19 via Ordinance No. 20-1453. The purpose of the Regional Oversight Committee is to provide independent program oversight on behalf of the Metro Council to ensure that investments achieve regional goals and desired outcomes and to ensure transparency and accountability in Supportive Housing Services Program activities.

Oversight committee role and responsibilities

Requirement	Source text
Local implementation plans and Regional Plan	
Evaluate and recommend Local Implementation Plans	SHS Work Plan, section 3.4: The committee will be charged with the following duties...A. Evaluate Local Implementation Plans, recommend changes as necessary to achieve program goals and guiding principles, and make recommendations to Metro Council for approval.
Approve Regional Plan developed by the Tri-County Planning Body	Tri-county planning body charter: Develop a Regional Plan for <i>approval by the Regional Oversight Committee</i> that incorporates regional strategies, metrics, and goals as identified in Metro SHS Workplan and the counties’ Local Implementation Plans.
Recommend changes to the Local Implementation Plan to...	
Achieve regional goals and/or to better align the Local Implementation Plan with the Work Plan	SHS work plan, section 5.3: The Regional Oversight Committee will review each Annual Progress Report and may 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	Intergovernmental Agreement, section 5.2.4: Within one year of the adoption of the Tri-County Plan, and as needed thereafter, Partner will bring forward any necessary amendments to its Local Implementation Plan that incorporate relevant regional goals, strategies, and outcomes measures. The ROC will review the amendments and recommend approval or denial of the Plan amendments to the Metro Council
Address a recommendation or a significant change in circumstances impacting homelessness in the Region	Intergovernmental Agreement, section 5.2.3: Within 60 days of the date that Partner presents its Annual Program Report to Metro Council, Metro or the ROC may, in consultation with the other, request that Partner amend its Local Implementation Plan based on one or more ROC recommendations or a significant change in circumstances impacting homelessness in the Region.

Requirement	Source text
Annual reporting and work plans	
Review county annual work plans	Intergovernmental Agreement, section 5.3: Beginning in FY 2022-23, Partner must annually submit an Annual Work Plan to Metro and the ROC for their review on or before April 1 for the subsequent Fiscal Year.
Accept and review annual reports for consistency with approved Local Implementation Plans and regional goals	SHS work plan, section 3.4: The committee will be charged with the following duties:...B. 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	SHS work plan, section 3.4: The committee will be charged with the following duties:...D. Provide annual reports and presentations to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners assessing performance, challenges and outcomes.
Fiscal oversight	
Monitor financial aspects of program administration, including review of program expenditures, including...	SHS work plan, section 3.4: The committee will be charged with the following duties:...C. Monitor financial aspects of program administration, including review of program expenditures.
Review of Metro budgeting and administrative costs	Intergovernmental Agreement, section 5.4.1: At least annually, Metro will prepare a written budget for its SHS program that details its use of Income Taxes and its Administrative Expenses and will present its SHS budget to the ROC [Regional Oversight Committee]. The ROC will consider whether Metro's SHS budget, its collection costs, and its Administrative Expenses could or should be reduced or increased. The ROC may recommend to the Metro Council how Metro can best limit its collection and Administrative Expenses in the following Fiscal Year.
Review 5-year forecast	Intergovernmental Agreement, section 7.2.1.1: Metro's CFO, in consultation with the FRT, must prepare a five-year revenue forecast to support the Counties in developing their annual budgets and revising current year estimates as needed. The forecast will evaluate Income Taxes collection activity, SHS program expenditure activity, cash flows, adequacy of funds in Stabilization Reserves, economic factors impacting tax collections, and the overall financial health of the SHS program. Metro will provide these forecasts to the ROC and TCPB by the first business day in December, and provide timely updates of those projections, as available.
Annual review and consideration of whether the recommended administrative costs should be reduced or increased (Metro)	SHS work plan, section 5.3: As part of the annual review process, the Regional Oversight Committee will 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. The committee will present any such recommendations to the Metro Council.
Annual review and consideration of whether the recommended administrative costs should be reduced or increased (counties)	

Requirement	Source text
Annual review and consideration of whether the recommended administrative costs should be reduced or increased (service providers)	
Evaluate tax collection and administrative costs incurred by Metro, Local Implementation Partners	
Other	
Provide input on corrective action plans before Metro requires them of counties	Intergovernmental Agreements, section 6.3.5: after appropriate notice and opportunity to remedy identified concerns, Metro reasonably determines that Partner is not adhering to the terms of its Plan, current Annual Work Plan or Annual Program Budget, or current spend-down plan, then Metro may, with input from the ROC and from Partner, require Partner to develop a Corrective Action Plan.

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.

Supportive Housing Services Oversight Committee Year 2 Recommendations

STARTING POINT DRAFT FOR OVERSIGHT COMMITTEE DISCUSSION

The oversight committee issued recommendations in March 2023 to strengthen SHS implementation and charged Metro staff with carrying the recommendations forward. Most of these recommendations are multi-year bodies of work; progress has been made but there is more to be done. Our updated recommendations aim to further advance this work so that the SHS fund's investments will yield visible, transformative results in communities across the region.

The Looking Ahead section of the report summarizes progress to date on these recommendations and Metro's commitments for the upcoming year. Many partners, including Metro, the counties, service providers and the tri-county planning body have a role to play in this work. To support the committee's oversight role, we ask Metro to expand its tracking and reporting on recommendation progress to include all of this work, not just Metro's role.

Regional communication and engagement

1. **Strengthen understanding: Create and implement a robust communication strategy for the SHS fund that effectively reaches the broader community.** The strategy should help the community understand the complexity of homelessness, the nature and goals of the SHS fund, and communicate progress, successes and challenges in a manner that is easily accessible and understandable by the general public.

The strategy should include:

- A timeline and roll out plan that reflect the urgency of the work.
- Collaboration and coordination between Metro, counties and community-based partners to align on messaging and increase the effectiveness of communications across the region.
- Methods for getting the message out through a wide range of channels and mediums designed to reach diverse audiences.
- A commitment to provide accurate and trustworthy data and information to the community.
- Communication support to counties and nonprofit providers.

2. **Foster engagement: Integrate community engagement strategies into all aspects of SHS implementation.** Engage community partners, service providers, stakeholders and community members to gather input and feedback, share perspectives, identify opportunities and challenges, and foster a collective commitment to working together to address the region's homelessness crisis.

Financial and data transparency and accountability

1. **Optimize financial reporting: Strengthen strategic oversight and accountability by improving the quality, clarity and consistency of financial reporting.** Priority areas for improvement include:
 - Work with counties to lead the development of tools, definitions and methodologies for measuring and reporting on spending by Populations A and B and release guidance to ensure accurate and reliable data are provided in counties' year three annual reports.
 - Develop clarity on future financial obligations such as long-term rental assistance payments.
 - Align financial reporting categories with programmatic reporting to support analysis and oversight.
 - Provide clearer reporting on allocations of SHS funding to reserves and contingencies.
 - Expand reporting on tax collections to include collection challenges.

2. **Enhance data integrity: Strengthen the accuracy, reliability and consistency of program data to support regional analysis and oversight.** Priority areas for improvement include:
 - Provide up-front guidance to counties on definitions and methodologies to increase the accuracy, reliability and consistency of quarterly and annual reports.
 - Clearly define the SHS fund's 10-year goals and align programmatic reporting and definitions with the goals to support clearer tracking on progress.
 - Strengthen regional methodologies for contextualizing SHS outcomes in relation to overall regional and county-level need. This includes calculating returns to homelessness, inflow and outflow, and methodologies for comparing SHS data with homeless population data.
 - Require more detailed reporting from the counties on street outreach including contact rates, coverage, and placement in housing and services.
 - Provide user friendly summary information on program data and quarterly report progress to support the committee's oversight role.
3. **Evaluate to inform improvement: Evaluate progress and refine strategies and goals as needed to maximize SHS outcomes.** Priorities for the upcoming year include:
 - Support the collection and analysis of process and outcome metrics to inform continuous improvement in program design, strategy refinement and data-driven decision-making.
 - Develop a framework for assessing service quality, service delivery methods and fidelity to established standards of practice to identify areas for improvement.

Workforce and capacity issues

1. **Address providers' workforce and capacity needs: Perform a needs assessment and develop a work plan with timelines that incorporate short-term and long-term strategies for addressing workforce and capacity issues.** The work plan should consider the following:
 - Multi-year capacity building investments
 - More training and capacity building support for providers
 - A particular focus on meeting the needs of small, emerging and culturally specific providers
 - An assessment of the current guidelines for allocation and use of administrative funds to ensure that all expenses necessary to administer SHS programs are covered
 - Strategies that support livable wages for direct service staff
 - Additional supports for existing staff (e.g. mental health and wellbeing) to increase staff retention
 - A framework for regular monitoring and evaluation
2. **Provide multi-year capacity building funding: Develop and implement a regional strategy for providing multi-year capacity building investments for service providers:**
 - Complete Metro's feasibility assessment with the counties to determine whether and how multi-year capacity building investments can be made.
 - Work with counties to address bureaucratic and administrative hurdles to leverage the flexibility that SHS funding offers.
 - Design a regional strategy to provide multi-year capacity building investments for service providers, with a particular focus on culturally specific, small and emerging providers.
 - Report back to the committee with funding requirements, expected outcomes, potential funding commitments and an implementation timeline.

3. **Institute livable wages:** 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:
 - Develop strategies in collaboration with jurisdictions and local and state stakeholders that take into account each county's distinct context and challenges.
 - Prioritize the needs of small, emerging and culturally specific providers.
 - Work with counties to address bureaucratic and administrative hurdles to provide county contracts that enable service providers to pay livable wages to direct service staff.
4. **Streamline county administrative practices:** Shift how counties manage procurements, contracts and spending to match the urgency of the crisis:
 - Update bureaucratic protocols to create a more nimble and responsive system that leverages the SHS fund's unprecedented flexibility.
 - Streamline counties' contract administration practices to better support provider capacity and expedite program implementation.
 - Promote payment practices that provide up front funding to support program start-up costs and expedited payments during implementation, particularly for small, emerging and culturally specific providers.

Program expansions

1. **Expand access to health and behavioral health services:** Identify and implement regional strategies that facilitate integration of health services, with a focus on behavioral health including mental health and recovery support services:
 - Prioritize the needs of people of color and LGBTQ+ households in accessing health and behavioral health services.
 - Integrate health and behavioral health services into outreach, shelter, housing navigation, short-term housing and permanent housing, including strengthening crisis and long-term supports.
 - Provide regional oversight and coordination to strengthen system-level integration and support county and program-level integration strategies.
 - Improve tracking and reporting on integration of health and behavioral health services in SHS programming at all levels (project-level, county-level and regional).
2. **Strengthen implementation of new programs:** Monitor implementation of new and expanded program areas to support accountability and effectiveness:
 - Monitor program areas that did not meet regional or county-level year two goals, particularly rapid rehousing, to assess whether they will meet their goals in year three and provide oversight and problem-solving support as needed.
 - Monitor cross-sector alignment and programming to assess the need for regional strategies to support integration of wraparound supports such as employment, workforce and education.
3. **Promote comprehensive outreach:** Increase the visible impact of SHS investments through outreach strategies that are scaled to match the need:
 - Monitor counties' outreach work to assess the scale and scope of outreach efforts, who is being reached, and the outcomes.
 - Identify opportunities to expand outreach strategies so that each county has a sufficiently robust infrastructure for reaching the unsheltered population and connecting them with services.