



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

# Agenda

Meeting: Supportive Housing Services Oversight Committee Meeting  
Date: January 29, 2024  
Time: 9:30 a.m. to 12:00 p.m.  
Place: Hybrid meeting ([Zoom link](#))  
Purpose: Discussion of Population A/B allocation; review of second draft of FY23 annual regional report; and discussion of recommendations for FY23 annual regional report.

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9:30 a.m. Welcome and introductions  
9:45 a.m. Conflict of Interest declaration  
9:50 a.m. Public comment  
10:00 a.m. Discussion: Population A/B allocation memo  
10:10 a.m. Discussion: FY23 recommendations  
10:50 a.m. Break  
11:00 a.m. Continued discussion: FY23 recommendations  
11:45 a.m. Discussion: Second draft of the FY23 annual regional report  
11:55 a.m. Next steps  
12:00 p.m. Adjourn

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## 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.

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### Member attendees

Co-chair Susan Emmons (she/her), Dan Fowler (he/him), Jenny Lee (she/her), Felicita Monteblanco (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.



## Supportive Housing Services Oversight Committee Meeting Summary

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*

## Supportive Housing Services Oversight Committee Meeting Summary

*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.

## Supportive Housing Services Oversight Committee Meeting Summary

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.

## 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
<b>Local implementation plans and Regional Plan</b>	
Evaluate and recommend Local Implementation Plans	<b>SHS Work Plan, section 3.4:</b> 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	<b>Tri-county planning body charter:</b> 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	<b>SHS work plan, section 5.3:</b> 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	<b>Intergovernmental Agreement, section 5.2.4:</b> 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	<b>Intergovernmental Agreement, section 5.2.3:</b> 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
<b>Annual reporting and work plans</b>	
Review county annual work plans	<b>Intergovernmental Agreement, section 5.3:</b> 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	<b>SHS work plan, section 3.4:</b> 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	<b>SHS work plan, section 3.4:</b> 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.
<b>Fiscal oversight</b>	
Monitor financial aspects of program administration, including review of program expenditures, including...	<b>SHS work plan, section 3.4:</b> 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	<b>Intergovernmental Agreement, section 5.4.1:</b> 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	<b>Intergovernmental Agreement, section 7.2.1.1:</b> 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)	<b>SHS work plan, section 5.3:</b> 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)	



600 NE Grand Ave.  
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 oregonmetro.gov

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	
<b>Other</b>	
Provide input on corrective action plans before Metro requires them of counties	<b>Intergovernmental Agreements, section 6.3.5:</b> 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.



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**To:** Patricia Rojas, Metro Housing Director  
**From:** Jes Larson, Assistant Director of Housing Services, Washington County  
Vahid Brown, Deputy Director of Housing & Community Development, Clackamas County  
Kanoelehua Egleston, Joint Office of Homeless Services Director of Programming, Multnomah County  
**RE:** Fiscal Year 2022-23 Population A and B Supportive Housing Services Spending by Population  
**Date:** December 29, 2023

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## Introduction

The Supportive Housing Service Measure (Measure) passed by voters in May of 2020 established dedicated funding for programs and services for people experiencing homelessness or at risk of experiencing homelessness, with priority for services to address the needs of people experiencing, or at risk of, chronic homelessness. Based on this priority to address chronic homelessness, Metro's Supportive Housing Services Program Work Plan (Work Plan) requires that each county's Local Implementation Plan (LIP) include a commitment that 75% of funds will be devoted to people that are extremely low-income, have one or more disabling conditions, and are experiencing or at imminent risk of experiencing long-term or frequent episodes of literal homelessness (Population A). The remaining 25% of funds are to be devoted to people that are experiencing homelessness or have a substantial risk of experiencing homelessness (Population B). County LIPs comply with this requirement and articulate specific programmatic priorities and investments to meet the needs of each population.

Actual county spending from year to year is not expected or required to be split cleanly 75/25 between Population A and B, but it should meet this requirement over the life of the Measure. Metro's Work Plan states that the distribution of resources to serve priority populations may be adjusted over time as chronic and prolonged homelessness is reduced.

Counties currently report spending and program outcomes to Metro on a quarterly and annual basis. Up to this point, that reporting has not included data on spending specific to Populations A and B, aside from where goals or programs can be inferred to primarily serve a specific population, such as Population A being the primary recipient of investments in permanent supportive housing and Population B being the primary recipient of investments in eviction prevention. This memo is intended as an addendum to FY 2022-23 quarterly and annual reporting to provide initial information specific to program spending according to Population A and B definitions for assessment against the 75/25 requirement over the life of the Measure.

## Reporting on Population-specific Spending

The counties have reviewed data from FY 2022-23 to provide an initial assessment of program spending against the requirement that it be split 75/25 between Populations A and B over the life of the Measure. In quarterly reporting, consistent with the reporting template, the counties report on the A/B status of all households served in the following three service types: 1) Eviction Prevention; 2) Rapid Rehousing; and 3) Permanent Supportive Housing. There is currently no population specific quarterly reporting for Outreach/Safety on the Streets or Shelter/Safety off the Street, the other two reported service types.

The counties have used the following methodology for the initial assessment of population specific spending:

- Identified the total number of people or households served for each service type and the respective share of each Population A and B.
- Calculated spending by population based on the respective share of people or households served.

### Multnomah County

Service Type	Population A	Population B	Total People Served	Population A %*	Population B %*	Total Spending	Population A Spend	Population B Spend	
Shelter/Outreach/Safety on/off the	1,765	336	2,101	84%	16%	\$22,920,867	\$19,255,274	\$3,665,593	
Eviction Prevention	57	5,211	5,268	1%	99%	\$12,320,089	\$133,304	\$12,186,785	
Rapid Rehousing	351	343	694	51%	49%	\$16,856,104	\$8,525,205	\$8,330,899	
Permanent Supportive Housing	528	96	624	85%	15%	\$14,990,035	\$12,683,876	\$2,306,159	
Long-term Rent Assistance	404	-	404	100%	0%	\$2,739,250	\$2,739,250	\$0	
Other Supportive Services	472	266	738	64%	36%	\$5,792,167	\$3,704,475	\$2,087,692	
<b>Total</b>						<b>\$75,618,512</b>	<b>\$47,041,384</b>	<b>\$28,577,128</b>	
<i>*Population percentages based on individuals.</i>							<b>% of Total Services Spending by Population</b>	<b>62%</b>	<b>38%</b>

### Washington County

Service Type	Population A	Population B	Total People Served	Population A %*	Population B %*	Total Spending	Population A Spend	Population B Spend	
Outreach	233	116	349	67%	33%	\$451,228	\$301,250	\$149,978	
Shelter	794	435	1,229	65%	35%	\$10,948,967	\$7,073,621	\$3,875,346	
Eviction Prevention	358	457	815	27%	73%	\$5,186,696	\$1,406,562	\$3,780,134	
Rapid Rehousing	301	362	663	49%	51%	\$2,955,514	\$1,456,944	\$1,498,570	
Supportive Housing	1,230	433	1,663	74%	26%	\$22,213,666	\$16,429,831	\$5,783,835	
<b>Total</b>						<b>\$41,756,071</b>	<b>\$26,668,207</b>	<b>\$15,087,864</b>	
<i>*Population percentages based on households, not individuals. Households with undetermined status were assigned to populations using the category's existing split. Washington County will re-evaluate this assumption and make adjustments in FY 2023-24 Q3 reporting.</i>							<b>% of Total Services Spending by Population</b>	<b>64%</b>	<b>36%</b>
<i>** Supportive Housing includes Permanent Supportive Housing, Housing Case Management System and Regional Long-Range Assistance.</i>									
<i>*** Expenses that are not part of this calculation are spending on consulting, system and capacity building, technical assistance for service providers, as well as internal administrative charges. In total, these amount to \$6,381,173.</i>									

### Clackamas County

Service Type	Population A	Population B	Total People Served	Population A %*	Population B %*	Total Spending	Population A Spend	Population B Spend	
Outreach/Safety on the Street	254	45	299	85%	15%	\$943,212	\$801,257	\$141,955	
Shelter/Safety off the Street	669	119	788	85%	15%	\$2,958,239	\$2,511,500	\$446,739	
Eviction Prevention	-	643	643	0%	100%	\$1,378,711	\$0	\$1,378,711	
Rapid Rehousing	39	7	46	85%	15%	\$95,427	\$80,905	\$14,521	
Permanent Supportive Housing	526	93	619	85%	15%	\$9,496,389	\$8,069,630	\$1,426,760	
<b>Total</b>						<b>\$14,871,978</b>	<b>\$11,463,292</b>	<b>\$3,408,687</b>	
<i>*Due to data limitations that have been resolved for future population-specific reporting, Clackamas County used its Permanent Supportive Housing data as a proxy for Outreach/Safety on the Street, Shelter/Safety Off the Street, and Rapid Rehousing. It also conservatively assumed 100% Population B for Eviction Prevention for the similar reasons.</i>							<b>% of Total Services Spending by Population</b>	<b>77%</b>	<b>23%</b>

To: SHS Oversight Committee  
From: Patricia Rojas, Director of Housing Department  
RE: Metro Analysis of Tri-County Population A and B Supportive Housing Services Allocation by Population  
Date: January 22, 2024

Hello Oversight Committee Members,

One of the critical responsibilities of the SHS Oversight Committee is monitoring financial aspects of program administration, which includes reporting on spending by population A and B. Counties are required to report yearly on how SHS funds are spent by population. Metro's Supportive Housing Services Program Work Plan requires that each county allocate:

- 75% of funds to services for people that are extremely low-income, have one or more disabling conditions, and are experiencing or at imminent risk of experiencing long-term or frequent episodes of literal homelessness (Population A),
- 25% of funds to services for people that are experiencing homelessness or have a substantial risk of experiencing homelessness (Population B).

Metro staff received the attached Tri-County Population A/B Memo on December 29<sup>th</sup>, 2023. The starting place for the data in this memo is each county's unique Continuum of Care data infrastructure. This is the first-year counties have reported spending by population A and B, a requirement unique to the SHS measure.

In our review, due to variability in reported service types, data availability, assumptions and allocation methodologies, Metro cannot determine spending by populations A and B. This initial memo from the counties flags multiple challenges in reporting spending by population, and a need for clear guidance and tools from Metro for future reporting. In that sense, this memo is a good first step toward accurate reporting of spending by population. However, Metro staff does not believe this memo provides a reliable assessment of regional spending by population.

### **Challenges**

**Counties service types are not aligned.** Counties are reporting service types differently, which makes it challenging to roll up the data to regional spending by population. For example, the counties are describing shelter and supportive housing under different service categories.

**Counties are in different places with data collection and reporting.** All counties used available population A and B data to allocate total spending by population. However, the counties have different levels of data available – some are collecting population A and B data and tracking it in HMIS, and others are interpreting HMIS data. There are also service types that have no data available. For example, Multnomah County is tracking populations by intaking people, while the two other counties are using proxy information for certain service types.

**Reconciliation to the annual financial report.** The Tri-County Population A/B memo only includes direct client service costs, not all SHS costs. It is understandable that some costs, such as County admin, cannot

be allocated by population, but excluded costs should be named and explanations provided. The reconciliation below shows the costs excluded:

	<b>Clackamas County</b>	<b>Multnomah County</b>	<b>Washington County</b>
<b>Pop A/B Total Spending</b>	<b>\$14,871,978</b>	<b>\$75,618,512</b>	<b>\$41,756,072</b>
Other supportive services	\$747,049	\$0	\$1,042,160
SHS Program operations	\$729,030	\$0	\$0
System dev and capacity building	\$0	\$3,130,979	\$3,867,150
System support and coordination	\$385,942	\$1,674,617	\$0
RLRA admin	\$230,238	\$135,221	\$254,815
County admin, other	\$1,381,467	\$1,907,764	\$1,130,529
Regional strategy implementation	\$35,911	\$109,349	\$86,518
<b>Annual Report Total</b>	<b>\$18,381,616</b>	<b>\$82,576,442</b>	<b>\$48,137,244</b>
<i>Total excluded costs</i>	<i>\$3,509,638</i>	<i>\$6,957,930</i>	<i>\$6,381,172</i>

**Incomplete information for the SHSOC Regional Annual Report.** Given that information provided is not aligned across the counties now, it cannot be rolled into a regional population A and B financial expenditure split.

**Next steps:**

Given that this is the first-year counties are tracking the funding by populations, Metro’s assessment is that there are opportunities to improve and align a process for reporting on spending by population. Metro will lead development of tools, definitions, methodologies and guidance for measuring spending by population going forward.

Metro is looking forward to working on the following items with the counties:

- Alignment in service type categories (i.e. Supportive Housing, Shelter, RLRA)
- Alignment in data collection, and in assumptions and interpretations of data
- Alignment in allocation methodology
- Structure for reporting on all financial costs and alignment of direct client service costs for allocation by population
- Identification of people being served outside of these service type categories
- Identification of how costs of services differ between population A and B
- Consistency in how counties are interpreting the definition of population A and B

Metro will work with the counties on these items and release guidance by Spring 2024 for use in reporting on FY23-24 spending by population. Metro will provide the SHS Oversight Committee with ongoing updates on progress made to improve and align reporting on spending by population.

Sincerely,

Patricia Rojas  
Housing Director

## Supportive housing services – Oversight committee recommendations

Last updated: January 2024

This document contains updates on the recommendations that the SHS oversight committee developed for the FY22 annual regional report.

These recommendations were finalized in July 2023, and given that some are process improvement recommendations where we have made progress we have shared updates below. Other recommendations involve building new systems and processes that will require additional capacity and time.

PROGRESS TO DATE	
Complete	This task has been completed, or is expected to be completed by March 2024.
In progress	This task is underway. Details are included below.
On hold	This task is on hold. An explanation for why is included below.

Category 1: Regional communication strategy			
<p><b>Create a robust communication strategy on the progress and nature of Metro supportive housing services that effectively reaches the broader community.</b></p> <p>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.</p> <p>Metro will contract with external communications experts to help design the campaign and allocate internal resources to implement and manage the campaign.</p> <p>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.</p>			
Task	Lead(s)	Timeline and deliverables	Progress to date
Create and implement a communication strategy	Metro – Housing communications	<b>December 2024:</b> Strategy to be fully built out	Work has begun with consultant (see below).
Contract with external communications experts to help design the campaign	Metro – Housing communications	<b>FY24:</b> Consultant will develop strategy	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.
Offer communication support to jurisdictions and nonprofit providers	Metro – Housing communications	<b>Ongoing</b>	Metro will continue working closely with the counties to align on messaging and increase the effectiveness of communications across the region, and 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.

<b>Task</b>	<b>Lead(s)</b>	<b>Timeline and deliverables</b>	<b>Progress to date</b>
Improved communication on budget to actuals	Metro – Housing finance	<b>FY23:</b> Updated county quarterly financial reports; Metro quarterly financial reports	Oversight committee receives quarterly financial report with improved communication and clarity on budget to actuals.
Quarterly reporting on roll-over and spend down plans to actuals	Metro – Housing finance	<b>FY23:</b> Updated county quarterly financial reports; Metro quarterly financial reports	County quarterly financial template has been updated. Oversight committee receives this information on a quarterly basis.
Clarity on unspent funds and their intended use	Metro – Housing finance	<b>FY23:</b> Updated county quarterly financial reports	County quarterly financial template has been updated.
Clarity on future financial obligations such as long-term rental assistance payments	Metro – PSH lead	<b>Spring 2023:</b> PSH estimates received from CSH	Metro is currently working with CSH to develop rental assistance estimated costs for PSH, which will be available in spring of this year.
Narrative regarding financial challenges	Metro – Housing finance	<b>FY23:</b> Updated county quarterly financial reports; Metro quarterly financial reports	County quarterly financial template has been updated. Oversight committee receives this information on a quarterly basis.
Information about number of contracts and amount of contracted funding	Metro – Housing finance	<b>FY23:</b> Updated annual reporting template	Annual reporting template has been updated. Oversight committee receives this information on an annual basis.
Semi-annual reporting of total invoiced by providers by investment area	Metro – Housing finance	<b>FY23:</b> Updated annual reporting template; updated quarterly reporting template	Annual reporting template has been updated. Oversight committee receives this information on an annual basis. More discussion needed on whether this is needed semi-annually.

Clearly articulated financial expenditures to outcomes, including spending on Population A and Population B	Metro – Housing finance	<b>FY24:</b> Updated annual reporting template	The counties provided the first Population A/B financial expenditures for FY 22-23. Given the information provided Metro will work with counties to ensure a consistent methodology for the annual reports for FY 23-24.
Updates on tax collections costs, implementation and challenges	Metro – Housing finance	<b>FY23:</b> Updated Metro annual financial reports	Oversight committee receives annual financial report from Metro with this information.

**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.

Task	Lead(s)	Timeline and deliverables	Progress to date
Develop a work plan that incorporate short-term and long-term strategies for addressing workforce issues	Metro – Tri-county planning body	<b>FY24:</b> Regional training needs identified	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.
	Metro – Regional capacity	<b>February 2024:</b> RFQu released Spring 2024: Pool of qualified providers identified	A cooperative procurement process with the Counties will launch in February to increase the pool of qualified providers of technical assistance available.
		<b>FY25:</b> Series of regional capacity building programs developed	This work to begin once the Regional Capacity manager is onboarded in February 2024.

**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.

Task	Lead(s)	Timeline and deliverables	Progress to date
Determine the feasibility of multi-year capacity building investments.	Counties	<b>April 2024:</b> Feasibility analysis provided to Metro	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.
If feasible, create a multi-year funding program for culturally specific, small and emerging supportive housing services providers.	Counties	TBD	This work depends on the feasibility analysis above.
Report back to the committee with funding requirements, expected outcomes, potential funding commitments and implementation timeline.	Counties	TBD	This work depends on the feasibility analysis above.

**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.

Task	Lead(s)	Timeline and deliverables	Progress to date
Develop strategies to address service provider wage/compensation equity.	Metro – Tri-county planning body	<b>Early 2024:</b> Draft recommendations for regional standards finalized	The tri-county planning body is currently working with Homebase, who is conducting a scan of local and national service provider compensation practices as part of their goal to ensure contracts between counties and SHS funded agencies and providers will establish standards throughout the region to achieve livable wages for direct service staff.
	Counties	<b>Ongoing</b>	All three counties conducted wage studies of SHS providers. The results are summarized in their annual reports. These studies supported Clackamas in advocating to their internal teams on higher wages for providers during their yearly contract renewal process.  Multnomah County conducted a more comprehensive study of all contracted providers. The study can be found <a href="#">here</a> .

**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.

Task	Lead(s)	Timeline and deliverables	Progress to date
Identify regional strategies	Metro – Tri-county planning body	<b>June 2024:</b> Draft strategies and framework developed	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.
	Counties	<b>June 2024:</b> Draft strategies and framework developed	There is a regional leadership team that 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 is also part of the regional leadership meetings.
Implement regional strategies	Metro – Tri-county planning body	TBD	This work will advance once strategies are identified.
	Counties	TBD	This work will advance once strategies are identified.

**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

Task	Lead(s)	Timeline and deliverables	Progress to date
Evaluate current practices for data collection, reporting and evaluation	Metro – SHS team	<b>FY23:</b> Update annual reporting template	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; and stronger focus on spending successes, challenges and next steps
		<b>Spring FY24:</b> County monitoring to begin	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.

**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.

Task	Lead(s)	Timeline and deliverables	Progress to date
Develop regional data definitions, standards and methodologies	Metro – SHS team	<b>FY25:</b> Metro staff will work with counties to develop a plan.	Metro is building out its data and compliance team. This team will be hired and onboarded by the end of FY 24. This team will develop a plan establishing regional definitions, standards and methodologies building upon the work Metro has already done.
	Metro – Tri-county planning body	<b>FY24:</b> Workgroup started	The tri-county planning body is working with the regional data team to develop benchmarks for quarterly and annual report metrics.
Create a plan to address ongoing regional data alignment and community input needs	Metro – SHS team	<b>FY24 &amp; FY 25:</b> Develop a plan that includes the community.	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.

**Supportive housing services – FY23 annual reports**

Q&amp;A for oversight committee

January 22<sup>nd</sup>, 2024*All counties*

- 1. It would have been nice had they talked about one of our biggest concerns this year, that included a 2+ hour meeting: late payments. I will say that I appreciate that Clackamas County included in their report a table showcasing that their folks have received the funding they were promised. (Wash Co references it as a staffing issue on page 5 of their report). I'd love some kind of follow-up on that in 2024.**
  - a. Follow up on this subject will be provided in 2024.
- 2. What is the number of outreach workers at encampments?**
  - a. Clackamas County funded 7 teams of outreach workers in FY23.
  - b. Multnomah County funded 107 outreach workers in FY23.
  - c. Washington County funded 9 teams of outreach workers (8 SHS-funded) in FY23.
- 3. Behavioral health data and challenges should be better captured in future reports. The racial equity analysis should also go deeper than looking at disaggregated data, e.g. what analysis can be done of the impact of culturally specific services on outcome, etc.**
  - a. This feedback will be integrated into future template updates.
- 4. Is data on the number of individuals coming into the system was available in addition to the number of individuals placed into housing?**
  - a. Yes, data on the number of individuals is being collected via the annual reports on the 'Number of households experiencing housing instability or homelessness compared to households placed into stable housing each year and outflow' data sets. Please reference county's annual reports for more information on inflow of people.

*Clackamas County*

- 1. Pg 5 “County staff ensure that all contracts contain sufficient flexible client services funding for providers to use, to not only place people into housing, but to also ensure they remain stably housed” is this typical practice? Do the other counties do this? Wash Co mentions “flex funds” on page 12.**
  - a. Flexible client services funding, is this typical practice. This is typical of all SHS-funded contracts, but the extent to which this is typical of non-SHS funded homeless services programs varies, and in general SHS provides the most flexibility to address participant-specific needs in the course of navigating into permanent housing and addressing barriers to successful housing retention. Many HUD rental subsidies, such as Housing Choice Vouchers and the specialty vouchers adapted from the HCV programs, provide no flexible client service funding at all, so participants who have received one of these vouchers and are

engaged in housing search have no additional support from the voucher program for application fees, deposits, and other associated move-in costs. Some HUD CoC housing programs do provide support for move-in costs, but these are often prescriptive and limit the eligible uses rather narrowly. Programs funded by Oregon Housing and Community Services (OHCS) tend to be slightly more flexible than HUD CoC programs but, again, have more prescriptive, narrow eligibility restrictions than SHS. This flexibility to meet participant-specific needs is one of the areas in which SHS funding has been a “game changer” for agencies working to support participants experiencing homelessness find, secure, and remain in permanent housing.

- b. An addendum...with the recent Governor’s Emergency Order 23-02 funding from OHCS for rehousing, Clackamas County sought – and received – approval from the state to apply our SHS Flexible Client Services Funding Guidelines to determine eligible uses of EO 23-02 rehousing funds as they pertained to the kinds of pre-tenancy and post-tenancy supports that our partner agencies have been using SHS flexible client services funding for. In this sense, the flexible services funding made possible by the SHS measure is becoming more typical as, in this instance, one of the largest funders of homeless services in our region agreed to adopt this flexible approach for the EO program.
- 2. Page 14 “to support retention, we have also begun allocating funding for mental health support services for agency staff in several contracts for treatment of vicarious trauma and for general emotional and psychological support for frontline staff” is this typical practice? Do the other counties do this? I will curious to see the retention rates at these specific organizations in a future report.**
- a. Funding to support agencies with mental health services for staff experiencing emotional distress, is this typical practice. No, this is a relatively new approach, and is certainly atypical with respect to pre-SHS programming. Clackamas County began funding this program area at the specific request of one of our culturally specific providers which had experienced a relatively large number of participants passing away either while engaged in housing search or soon after obtaining permanent housing. We then began to discuss this with other agencies during contract talks and in the context of HCDD-partner agency conversations about capacity building investments. That has led to additional agencies receiving funding for this program area, but it is not yet typical in SHS-funded contracts across our portfolio of programs and services. To an extent, the development of this program area is in response to an atypical reality that all of us in this work are experiencing – a much more common or widespread acute vulnerability of the people we serve, due in part to the new and more lethal characteristics of widely available substances such as fentanyl, and the higher acuity in general of physical, mental, and behavioral health challenges that our

populations of people experiencing homelessness are contending with, especially since the COVID-19 pandemic.

*Multnomah County*

**Multnomah County responded to questions via a memo, which is attached. The questions are included below for reference.**

1. Page 14, Executive Summary. 6th paragraph. States you “rehoused” 806 households. Is that rapid rehousing, PSH? The general term “rehouse” is hard to line up with other data.
2. Outreach. Page 16. What has been the result of having 107 outreach workers? Are we reaching 90% of those experiencing homelessness (the stated HUD goal)? What percentage are we reaching? What are the outcomes associated with the outreach?
3. LIP states under “Behavioral Health Services a priority to partner with County Behavioral Health Division for outreach based; shelter based clinical and peer led behavioral health services; and expansion of mental health and addiction recovery transitional housing. What is happening in this area of focus?
4. The report notes that provider capacity is “largest challenge” to implementation. A key factor in the “capacity” is driven by the uncertainty about the timing and availability of funds from JOHS. So it a catch 22. Providers can’t build capacity without certainty about the timing and amount of availability. Additionally, capacity is constrained by provider cash flow issue given JOHS reimbursement model and the need for partners to carry significant receivables from JOPHS as payments are processed.
5. While we have not seen any reporting regarding expenditures on Population A and B. respectively, it seems likely that the funds going to population B have been greater than 25%. Outreach may be the key to reaching and serving Population A.
6. P. 43: “The reasons behind not meeting all goals are primarily related to capacity..” I think this is a factor, but I think this overstates this as a reason. Procurement, contracting approaches (reimbursement model), slow payment, uncertainty about timing of contract approvals and grant amounts, etc. etc. all need to be reviewed and addressed. The last paragraph of this section acknowledges the problem but proposes no strategy or action to improve contract delivery, etc.
7. Referring to excerpt from page 22 Executive Summary  
*The central goal of this measure is to serve people who are chronically homeless, meaning they have been homeless for a long time and live with a disability. While the measure does fund emergency services such as shelter and street outreach, the question that was put to voters primarily focused on funding the services and rent assistance needed to provide permanent supportive housing — an intervention that time and time again has been proven to end homelessness for chronically homeless people.*  
Can you explain. Does this mean you have emphasized outreach or that you shouldn’t or.....?

8. Financial report. I find the first paragraph discussion about goals for spending to be troublesome. There is no merit to comparing Multnomah County to the other counties. To say they didn't meet the spending goals because they set ambitious goals is not relevant. As stated elsewhere in the report, the reason the low spend rate was due to JOHS own administrative issues, and provider issues. Later the cause for underspending is again stated as provider issues, with no acknowledgement of JOHS administrative issues that are known to have contributed materially to the problem.
9. I may have missed it but the only financial reporting I saw was in the summary (pp 103-104). Is there information about actual spending versus budget, broken out by program, etc? I believe this information is in quarterly reports so it could be rolled up into an annual report?
10. Will you send us the Joint Office's Racial Equity Lens Toolkit?
11. Page 109: "the team also started work on a second project with a culturally specific provider to open it's first shelter. However it did not move forward after the JOHS attempted but failed to find a mentor organization to support the culturally specific provider" Is a mentor a requirement from JOHS? Was it a request of the provider?

#### *Washington County*

1. **Pg 6: " Furthermore, service provider staff annual salaries range from \$46,000 to \$52,000, reinforcing Washington County's decision to continue reimbursing staff wages up to \$55,000" What? It's a flat rate of \$55,000? That doesn't include any funds towards benefits? What about higher paid staff?**
  - a. SHS is one funding source for our providers, many are leveraging other federal and state resources. The flat reimbursement rate is for staffing alone, other program admin costs can be used to cover staff expenses. The staffing rate for direct service positions is \$100,000- \$105,000 per position. That allows our providers flexibility to allocate some of those funds toward benefits, supervision, professional development, materials, etc. It also allows our providers the flexibility to pay direct service staff more than the \$55,000 referenced should they opt to utilize the funds that way.
2. **Pg 12" "the homeless services division set a goal to better understand this disparity by reaching out to community organizations and centers that serve Asian-American and Pacific Islander households in poverty to learn how our program can better serve these households" What did you learn?**
  - a. This goal was set as part of the current program year. This outreach will occur in Spring 2024 as part of a new role, which will be posted tomorrow (December 30<sup>th</sup>).
3. **Provider timely reimbursement:**
  - a. Washington County has increased staffing and reduced provider burden related to invoicing, which has resulted in a dramatic decrease in the average time to process an invoice from 49 days to 19 days.



## Memorandum

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To: Yesenia Delgado, Breanna Hudson, Finnegan Budd  
From: Breanna Flores, Kanoe Eagleston  
Date: 1/12/24  
RE: Oversight Committee FY23 Annual Report Questions F/U

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### Overview

Multnomah County submitted the FY 2023 SHS Annual Report on October 31, 2023. After submission, the tri-counties presented high level overviews of annual report findings at the November SHS Oversight Committee meeting. This memo reflects Multnomah County's responses to the questions that surfaced around the following topics:

- Households rehoused in FY23
- Impact of Outreach
- Behavioral Health Areas of Focus
- JOHS & Provider Administrative Barriers
- Further details on spenddown and Racial Equity Lens Tool
- Role of Mentor Organizations

### Households Rehoused

In Multnomah County's FY23 SHS Annual Report, it states that 806 households were rehoused during the fiscal year. The total of households rehoused was calculated by adding the total number of households who were placed in PSH (387) and RRH (419) together. The breakdown of these numbers can be found in the [Annual Report](#) on Page 24.

### Impact of Outreach

Outreach is a key strategy for ending homelessness in our community at large. In the FY23 Annual Report, it was shared that there have been investments to increase the number of outreach workers in alignment with the Department of Housing and Urban Development (HUD) goal of reaching 90% of individuals experiencing homelessness with outreach or other mobile services. The Joint Office has invested in an Outreach Data Collection Pilot (ODCP) to expand data collection and service navigation that is inclusive of newly developed outreach tools to better serve folks living unsheltered. This pilot includes the Navigation Team composed of community outreach providers and this group will work collaboratively with the Joint Office to provide routine feedback and updates on the piloted tools. This street-based outreach will be focused on bringing health, survival services, and service navigation to adults sleeping

outside and places not meant for habitation. Outreach workers will be able to connect folks to client advocacy, problem solving assistance, needs assessments, crisis intervention and de-escalation, and system navigation assistance.

To learn more about the types of outreach the Joint Office supports, please refer to the Outreach Overview table below for a high level glimpse.

Outreach Type	Outreach Description
Survival Outreach	Focused on safety, harm reduction, street-level medical/ behavioral healthcare, and connecting folks to survival gear, especially during Severe Weather Activations.
Navigation Outreach	Focused on system navigation, providing individualized referrals, transitional case management, and building support systems for folks navigating the homeless system.
Housing Focused Outreach	Focused on connecting folks to housing by developing and implementing housing plans through long-term housing centered case management while providing support for basic health and safety needs.

While investments in outreach are not the primary intended investment area for SHS funds, outreach is a needed component to ensuring folks living unhoused have access to services that will lead to long-term housing.

### Behavioral Health Areas of Focus

Outside of the Joint Office, the Behavioral Health Department (BHD) holds the most SHS investments in Multnomah County. Although not an exhaustive list, BHD investments were highlighted throughout the FY23 SHS Annual Report and can be found on the following pages:

Program/Project Name	Project/Program Description	Page #
ACT RLRA	Program that provides folks with persistent mental health challenges with long-term rent assistance and intensive case management to meet their individualized needs.	P. 31-35
Behavioral Health Resource Center (BHRC) Emergency Shelter	Emergency shelter program specifically for folks experiencing houselessness who have behavioral health needs.	P. 38
Karibu Stabilization Center	Culturally specific transitional housing program for Black/African American adults who are involved or at-risk for becoming justice involved and have behavioral health needs.	P. 78
Meridian Gardens	Recovery oriented Project-Based Supportive Housing.	P. 74

Program/Project Name	Project/Program Description	Page #
Promoting Access to Home (PATH) Addiction Services	Program focused on helping folks who are unhoused or close to being unhoused get treatment for SUD. More information can be found <a href="#">here</a> .	P. 118

## JOHS & Provider Administrative Barriers

The SHS funding stream has given counties the ability to build and expand homeless services infrastructure in a shorter amount of time than ever before. With this rapid expansion, there have been growing pains and existing strains that have been brought to the forefront, mainly involving administrative processes at the county and provider levels.

After a period of turnover in the last fiscal year, the Joint Office has established stability in both leadership and in the financial team. This added stability has increased Joint Office capacity to support providers and create more clear, consistent practices. In FY24 the Joint Office is administering Capacity Building and Organizational Health Grants to contracted service providers to help combat existing challenges with provider capacity and challenges with the existing reimbursement model.

## Spending vs. Budget Breakdown

The breakdown of program spending versus what Multnomah County budgeted for FY23 can be found in Multnomah County's SHS County Budget & Financial Report workbook submitted to Metro.

## Racial Equity Lens Toolkit

The Joint Office of Homeless Services utilizes a Racial Equity Lens Tool (RELT) to create a deliberate pause and investigation of how decisions may impact equity. The RELT will be sent as an attachment accompanying this memo. The Joint Office Equity Team can send further information on how the tool was developed upon request.

## Mentor Organizations Clarification

The annual report notes that a Safe Park Alternative Shelter site was planned to be open in March 2024 however, despite efforts from the Shelter Development Team, this site did not come to fruition due to not being able to find a mentor organization to support the culturally specific provider leading this work. Mentor organizations are not required to support culturally specific organizations who are newer to opening shelters. In this case the culturally specific organization the Joint Office was working with requested to work with another organization on this project.

## In Conclusion

We appreciate the opportunity to share our progress in FY23 and to share additional insight with Metro and the Oversight Committee members. As we continue to implement the SHS Measure, we look forward to improving the delivery of SHS-funded services and the impact we can make together.

# JOHS Racial Equity Lens Tool

**Instructions:** Please respond to the following questions on this google doc to the best of your ability. If you have questions as you proceed through this tool, please email ([siniva.bennett@multco.us](mailto:siniva.bennett@multco.us)) with your question and one of our team will reach out to you to assist with clarifying the question.

**There are two tools for you to consider using:** The Full Racial Equity Lens Tool and the Quick Turnaround Lens.

**The Full Racial Equity Lens Tool (google form ):** Apply this lens when making a decision or taking an action - some examples include: policy development/analysis; program development; HR functions such as selecting hiring panel members and/or recruitment strategies; development of communication materials; developing an RFP; and contract development. The Racial Equity Lens Tool is a strategy and not a test. It is an explicit strategy we want to make ubiquitous and routine in our in order to combat the explicit and implicit ways institutional inequities are perpetuated.

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## Links

[Racial Equity Lens Tool google form](#)

Links related the RELT can be found on the [JOHS Internal Site](#)

**1. Proposal:** What is the policy, program, practice or budget decision under consideration? What is the problem or circumstance you are solving for? (Root Cause) What are the desired results?

**2. Data and Historic Experience:** How is data and historic experience informing decision making? How are you collecting, reviewing, and analyzing demographic data to inform the proposal?

**3. Strategies for Racial Equity (Impact):** 1)Who will benefit from or be burdened by the proposal? Identify impacted communities and groups. a.Which group(s) may experience disparities related to the proposal? b.What are the racial demographics impacted by the proposal? c.What intersectional identities will be impacted by the proposal? d.Will the proposal have different impacts within different geographic areas? Are those most burdened, represented at the decision-making table? (If not, why not?) 2)What are your strategies for advancing racial equity or mitigating unintended consequences?

**4. Community and Stakeholder Engagement and Input:** How have communities and stakeholders been engaged? What was the objective of the engagement? What opportunities exist to expand or enhance community and stakeholder engagement and input?

**5.** Please share any systemic barriers that have been identified related to this project or process.

**6. Proposal Revision:** Based on the above responses, what are possible revisions to the proposal under consideration? What other processes in this proposal will need a racial equity lens tool application? When will the racial equity lens be applied during these processes?

**7. Implementation:** What is the plan for the proposal implementation? Who is accountable for the implementation? How will the proposal be evaluated? Who is responsible for evaluating the proposal's success? What communication strategies will be used to notify communities of the proposal, implementation, and evaluation plan(s)

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### **Quick Turnaround Racial Equity Lens:**

Apply this lens when there is a time sensitive decision that needs to be made or there may be an imminent negative impact on a marginalized community.

**a.**What are the racial equity impacts of this particular decision?

**b.**Who will benefit from or be burdened by the particular decision?

**c.**Are there strategies to mitigate the unintended consequences?

**d.**Who is the designated person(s) accountable for the implementation of any identified mitigation strategies?

# Memo



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Date: January 16, 2024  
To: Supportive Housing Services Oversight Committee  
From: Rachael Lembo, Finance Manager  
Subject: FY24 Monthly Tax Collection and Disbursement Update

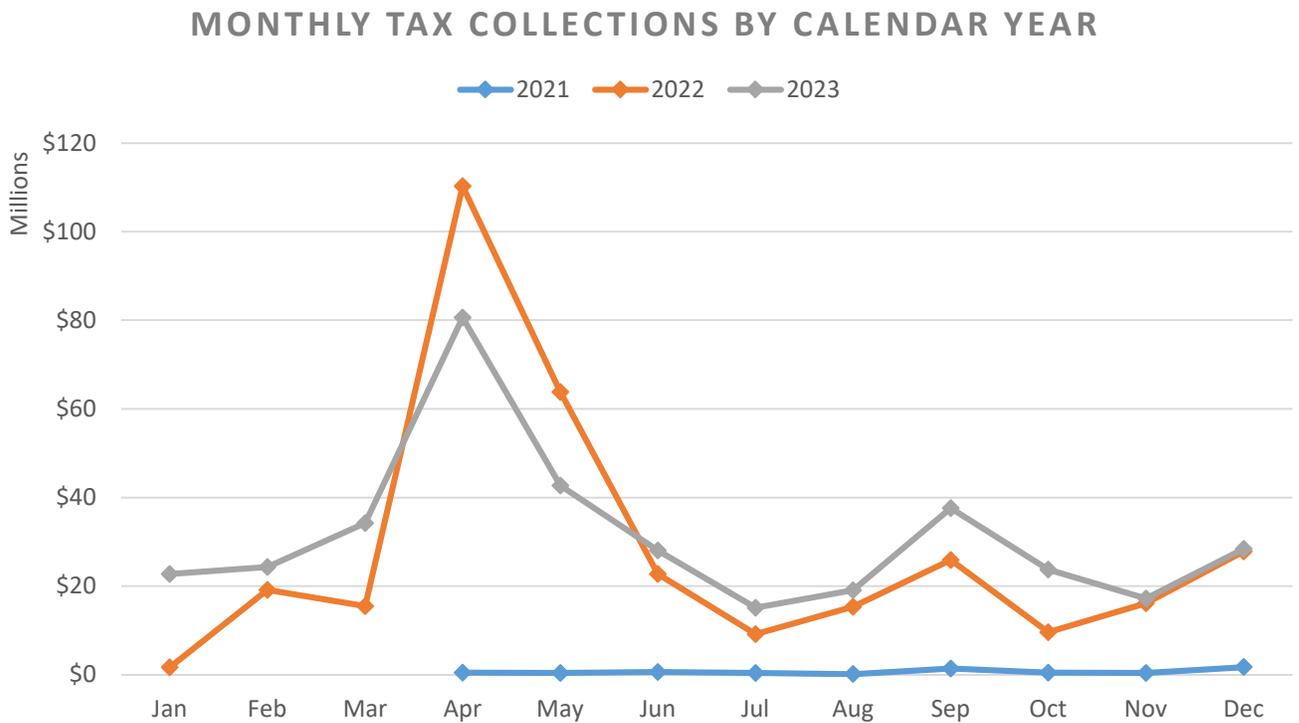
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This financial update is designed to provide the information necessary for the SHS Oversight Committee to stay up to date on the latest tax collection and disbursement figures.

Revenue collections for November and December 2023 very closely aligned with collections from November and December 2022. December collections include the quarterly estimated payments for businesses, and January will include quarterly estimated payments for the personal income tax. It will be interesting to see if collection patterns continue to follow the trend from the prior calendar year.

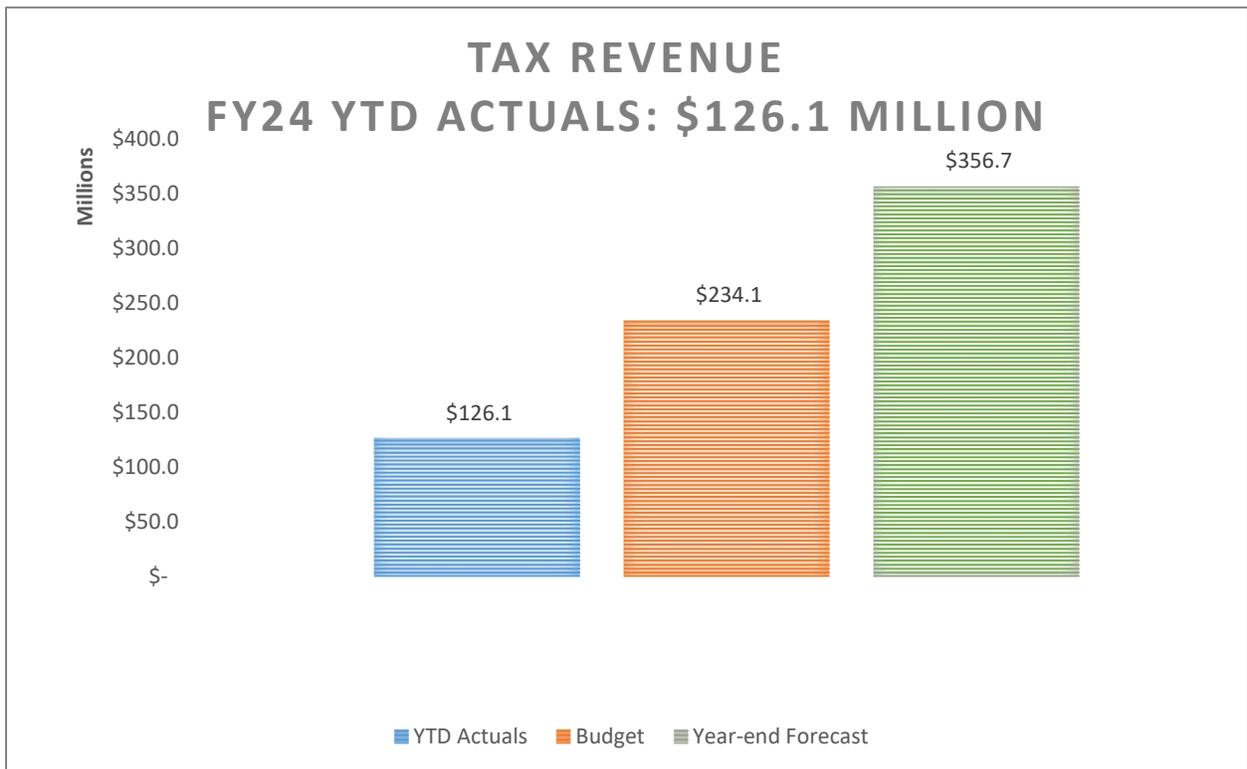
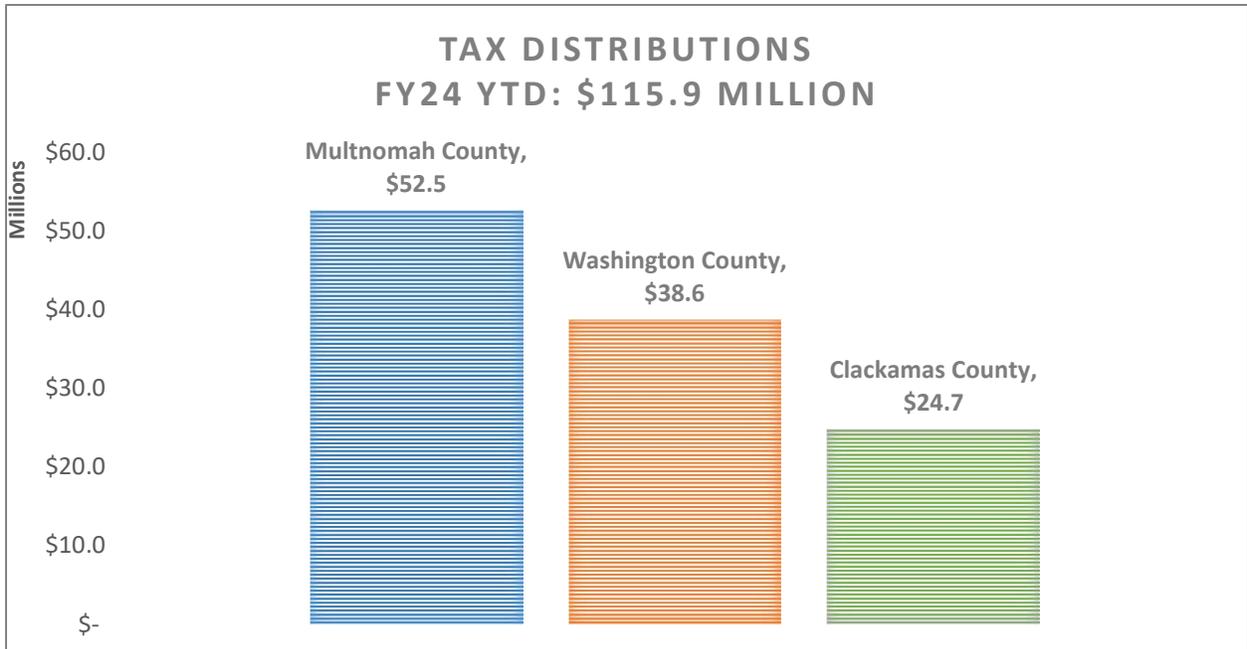
## Tax Collections

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 December 2023.



**CORRECTIVE ACTION PLAN: MULT 23-01**  
**COUNTY SPENDING REQUIREMENTS AND TIMELINES – STATUS REPORT**  
**12/22/23**

**PLAN VERSION: August 27, 2023**

**FINANCIAL REPORTING THROUGH: November 30, 2023**

<b>PROGRESS TOWARDS GOALS</b>	
<b>On Track</b>	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.
<b>At Risk</b>	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 the spend-down plan and revised action plan.
<b>Complete</b>	Corrective Action is complete (95% spent).

#	<b>CORRECTIVE ACTION</b>  <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b>  <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
1	<b>Temporary Alternative Shelter Sites (TASS)</b>  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.	<b>On Track</b> 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.
2	<b>Technical Assistance (TA) Provider Support</b>  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.	<b>Complete</b> FY23 spending: \$1,783,417 (102%)  Providers received payment in FY23 for previously requested technical assistance.

#	<b>CORRECTIVE ACTION</b>  <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b>  <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
3	<b>Near-Term Strategic Capital Investments</b>  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.	<b>Complete</b> FY23 spending: \$509,998 (102%)  Severe weather shelter supplies were purchased and received in FY23.
4	<b>Capacity Building and Organizational Health Grants to contracted service providers</b>  1. Provider and Program Support 2. JOHS SHS Providers 3. Capacity Building and Organizational Health Grants to	\$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.	<b>On Track / Slight delay</b> FY24 YTD spending: \$0  United Way will award and manage grants to service providers. United Way's contract has been executed, the expense and payment occurred in December which will be reflected in next

#	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
	contracted service providers					month's report. Provider grants from United Way should occur in the next 60 days.
5	<b>Increase FY23 COLA by 2%</b>  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.	<b>Complete</b> FY23 spending: \$1,442,886 (96%)  40+ JOHS providers received a 2% COLA in FY23.
6	<b>Immediate Response Client and Rent Assistance</b>  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.	<b>On Track</b> FY24 YTD spending: \$1,683,790  JOHS has allocated all funds across 18 service providers.

#	<b>CORRECTIVE ACTION</b>  <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b>  <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
7	<b>Housing Multnomah Now</b>  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.	<b>At Risk</b> FY24 YTD spending: \$468,687  The County has finalized contracts with five additional providers, including two 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 began in December and four additional sites have been identified and will begin January to March.

#	<b>CORRECTIVE ACTION</b>  <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b>  <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
8	<b>Move-in Multnomah</b>  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.	<b>On Track</b> FY24 YTD spending: \$305,966  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	<b>Clean Start</b>  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	Minimum spend of \$1,837,305 by June 2024.	<b>On Track</b> FY24 YTD spending: \$78,960  CCC contract was executed in September 2023.

#	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
				community cleanliness.		
10	<b>Shelter Capital Projects</b>  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.	<b>On Track</b> FY24 YTD spending: \$0  Currently, HMA is in the process of conducting a comprehensive assessment of our shelter system. On December 7th, the JOHS FAC-1 Construction Plan on the Montavilla Community Village Alternative Shelter Site was delayed to the spring 2024.
11	<b>Program Reserves</b>  1. Doug Fir RLRA Guarantee	\$303,439	Full amount in reserves.	The Doug Fir RLRA Guarantee fully funds the liability associated with the multi-	\$303,439 to be reflected on Q4 FY23	<b>Complete</b> FY24 budget reflects \$303,439 in reserves for Doug Fir RLRA Guarantee.

#	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
				year commitment to fund rent assistance in this affordable project.	Report.	
12	<b>Contingency Reserve</b> (SHS IGA § 5.5.4)  1. Contingencies + Stabilization  1. 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.	<b>Complete</b> FY24 budget reflects \$4,809,513 in contingency.
13	<b>Stabilization Reserve</b> (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.	<b>Complete</b> FY24 budget reflects \$9,619,026 in stabilization reserve.

#	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
14	<b>System Access, Assessment &amp; Navigation</b>  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.	<b>On Track</b> FY24 YTD spending: \$136,156  This is an expansion of the multi-agency navigation team collaborative that began in FY 22.
15	<b>Supportive Housing -- Countywide Coordination</b>	\$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	Minimum spend of \$192,536 by June	<b>On Track</b> FY24 YTD spending: \$148,315

#	<b>CORRECTIVE ACTION</b> <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b> <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
	<ol style="list-style-type: none"> <li>1. Provider and Program Support</li> <li>2. MultCo Dept</li> </ol>			<p>Health Department's Behavioral Health Division that serve this vulnerable population, as well as funding new programming in the Behavioral Health Resource Center (BHRC).</p> <p>By June 30, 2024, 7 individuals will either be placed in permanent/retained in housing or staying in motel-based emergency shelter.</p>	2024.	<p>The Health Department's Behavioral Health Division is on track with programming and this supports the coordination of various SHS funded programs.</p>

## Tri-County Planning Body Meeting Summary

Meeting: Supportive Housing Services Tri-County Planning Body Meeting  
Date: Wednesday, December 13th, 2023  
Time: 4:00 PM – 6:00 PM  
Place: Metro Council Chambers, 600 NE Grand Ave, Portland, OR 97232 and Zoom Webinar  
Purpose: The Tri-County Planning Body (TCPB) will define regionalization, prioritize landlord recruitment strategies for county staff to develop proposals, and come to a consensus on a timeline for county proposal development.

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### Member attendees

Co-chair Eboni Brown (she/her), Co-chair Matt Chapman (he/him), Zoi Coppiano (she/her), Mercedes Elizalde (she/her), Yvette Hernandez (she/her), Monta Knudson (he/him), Nicole Larson (she/her), Michael Ong Liu (he/him), Sahaan McKelvey (he/him), Cristina Palacios (she/her), Steve Rudman (he/him), Mindy Stadlander (she/her)

### Elected delegates

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

### County staff representatives

Clackamas County – Vahid Brown (he/him), Multnomah County – Breanna Flores (she/they), Washington County – Nicole Stingham (she/her)

### Metro

Abby Ahern (she/her), Giovanni Bautista (he/him), Melia Deters (she/her), Liam Frost (he/him), Valeria McWilliams (she/her), Patricia Rojas (she/her)

### Kearns & West Facilitators

Ben Duncan (he/him), Ariella Dahlin (she/her)

*Note: The meeting was recorded via Zoom; therefore, details will be mainly focused on the discussions, with less detail regarding the presentations. Presentation slides are included in the archived meeting packet.*

### Welcome and Introductions

Ben Duncan, Kearns & West, welcomed the Tri-County Planning Body (TCPB) to the meeting, facilitated introductions between TCPB members, and reviewed the agenda.

Multnomah County Chair Jessica Vega Pederson introduced herself to TCPB members.

Monta Knudson, Clackamas County Chair Tootie Smith, Washington County Chair Kathryn Harrington, and Cristina Palacios noted they each had to leave the meeting early.

The TCPB approved the October Meeting Summary, with Multnomah County Chair Jessica Vega Pederson abstaining.

## Tri-County Planning Body Meeting Summary

### Public Comment

Anna Kurnizki, Community Warehouse, provided public comment.

Monta Knudson thanked Anna for her comment and shared that he would like to see the work she discussed in Multnomah County.

Ben Duncan, Kearns & West, noted that public comment is not time for discussion from TCPB members, but topics discussed at public comment can be placed on future agendas.

### Defining Regionalization and Expected Outcomes

Patricia Rojas, Metro, shared that it is important to have a shared language when discussing regionalization. She reflected that the TCPB will explore recommendations it will share with county staff leads, who will return to the TCPB with a proposal on how to actualize recommendations. She asked the TCPB to reflect on what the TCPB is trying to accomplish with regionalization and focus on the value added through recommendations.

Liam Frost, Metro, stated that when voters approved Measure 26-210, they envisioned a fast track to ending thousands of people's homelessness in the region. He shared regionalization language from the SHS Measure, SHS Work Plan, and TCPB Charter. He stated that each person has a different concept of regionalism when discussing the regional plan and it is important to keep the outcomes in mind when discussing recommendations.

Vahid Brown, Clackamas County, presented a Venn Diagram of regional administrative consolidation, programmatic consolidation, and policy coordination to showcase regional work underway.

Ben Duncan, Kearns & West, shared the regionalization survey results which showed that respondents stated regionalization should lead to better serving people, monetary efficiencies, and system efficiencies.

Sahaan McKelvey asked if the TCPB's discussion around regionalization is how to buttress the Regional Investment Fund (RIF), not to change the counties' Local Implementation Plans (LIPs).

*Liam Frost, Metro, replied that the TCPB is responsible for developing the Regional Plan and the RIF is a core component to accelerate some of that work.*

*Patricia Rojas, Metro, added that the Regional Plan does not supplant the LIPs but supports the LIPs. She noted that the LIPs could add components within them to reflect the Regional Plan.*

Mercedes Elizalde reflected that there seem to be two components to regionalism: one that speaks to systems and how counties talk to each other and another that speaks to the end user of services. She noted that she will try to differentiate between the two pieces when she speaks.

Clackamas County Chair Tootie Smith noted that the TCPB should concentrate on successes and that the counties are regionalized with LIP funding. She shared that each county will be different and that Clackamas County approaches ending homelessness by focusing on causation. She emphasized the need for flexibility within regionalization.

Nicole Larson stated that the TCPB is tasked with creating recommendations, which then go to the counties for operationalization. She reflected that when the counties develop proposals there would be enough flexibility for each county's unique needs.

## Tri-County Planning Body Meeting Summary

Washington County Chair Kathryn Harrington reflected that there are seven regional goals and the RIF to help achieve regionalism. She noted that the discussion felt a bit ambiguous and asked if the discussion was on defining regionalism as it relates to the RIF.

Sahaan McKelvey added that is why he asked his earlier question as he didn't want to set himself up for a frustrating conversation. He emphasized that the TCPB should have a conversation that can be actualized.

*Liam Frost, Metro, clarified that it is an iterative process where county staff presented gaps, then Metro hired a consultant to provide a landscape review, and now the TCPB is giving guidance based on the information received. He continued that county staff will then give a proposal and then the TCPB will approve or deny the proposal.*

Ben Duncan, Kearns & West, shared that the survey analysis is not about sending everything over to the counties, but only what the TCPB believes would benefit from regionalization.

Co-chair Eboni Brown shared Sahaan McKelvey's feelings about having frustrations and asked for Clackamas County Chair Tootie Smith to clarify her comments as she heard Clackamas County was against housing first.

Clackamas County Chair Tootie Smtih clarified that Clackamas County is not against housing first and stated that Clackamas County does not want to be dictated to house individuals without first understanding what caused that instance of homelessness. She noted that Clackamas County's homeless population has decreased by about 30 percent and that the Metro boundary is small within the county.

Multnomah County Chair Jessica Vega Pederson shared that the TCPB should be the place where issues around the homelessness response system are best addressed at the regional level so that the homeless population doesn't decrease in one county and increase in another.

Nicole Larson stated that the RIF is not for direct services but for improving regionalization. She asked how TCPB members should think about the RIF when they receive the counties' proposal.

*Liam Frost, Metro, replied that the counties will return with an implementation plan that includes metrics, timeline, and budget, and the TCPB will either approve or deny the RIF budget.*

*Patricia Rojas, Metro, added that the RIF is the resource to pay for the initiatives and goals that are part of the plan.*

### TCPB Recommendation: Landlord Recruitment and Retention

Ben Duncan, Kearns & West, reflected on how the TCPB came together on the Landlord Recruitment and Retention goal language. He asked the TCPB to take a survey on the Landlord Recruitment Outcome Indicators to confirm which recommendations should move forward to the counties.

TCPB Members individually took the Landlord Recruitment Outcome Indicators survey.

Ben Duncan, Kearns & West, shared survey results.

Co-chair Eboni Brown noted that there are no 100 percent answers for all criteria per each recommendation, but that there are 100 percent answers for some of the criteria for each recommendation. She asked at what percentage would the TCPB need to discuss moving a recommendation forward.

## Tri-County Planning Body Meeting Summary

Mindy Stadtlander asked for clarification on what moving forward means.

*Ben Duncan, Kearns & West, clarified that moving forward means that the recommendations would move to the next step of the process which is making a formal recommendation to the county as part of their proposal.*

Steve Rudman shared that he felt the exercise was not useful and reflected that based on the report from last month he is okay with moving them all forward to the counties to provide more information and context. He stated that the questions in the survey did not lead to yes or no answers as they are not simple issues.

Mercedes Elizalde stated that it could be helpful to think about the survey from a prioritization perspective and to focus on the deliverable and what should take precedence in the plans.

Yvette Hernandez and Nicole Larson agreed with Mercedes Elizalde.

Vahid Brown, Clackamas County, shared that this is a reasonable way to proceed and that the survey will show a prioritization of strategies for the counties to digest. He stated that when the counties share their proposal, there can be further discussion on if there are any significant differences.

Mercedes Elizalde shared that the “Regional System of Financial Investments” and “Invest Dollars into a Regional Fund for Unit Retention” recommendations rose to the top based on survey results. She reflected that if those two sound like top priorities to TCPB members, they should move forward with what Vahid suggested. She reflected that the survey creates emphasis rather than removing items.

Nicole Larson added that just because a survey question received a “no” response, doesn’t mean it should be brushed off or excluded completely.

Mindy Stadtlander shared she is comfortable sharing this work with the counties to digest and return with a proposal and then to have a focused discussion on the two or three things that have the most leverage.

Sahaan McKelvey stated that the survey results are influenced by how individuals read the question and shared that he could make an argument for yes and no for all the questions. He asked if the counties would come back with one regional plan, or if each county would come back with an individual plan.

*Nicole Stingh, Washington County, replied that the counties are working together on an approach and that the survey results are helpful for the counties' deliberations and prioritizations. She noted that these recommendations are one of seven goals and that they won't be able to do everything in terms of funding and capacity.*

*Patricia Rojas, Metro, shared that the expectation is that when the counties come back with their proposal constraints and considerations are included.*

Co-chair Eboni Brown asked if a timeline and expectations can be shared regarding the counties’ proposal.

*Nicole Stingh, Washington County, shared they are hoping to share a proposal in February.*

*Co-chair Eboni Brown asked what can be expected in January.*

*Nicole Stingh, Washington County, replied she can share a progress update.*

Ben Duncan, Kearns & West, reflected he was hearing an ask on transparency around the process of developing proposals for future recommendations.

## Tri-County Planning Body Meeting Summary

Vahid Brown, Clackamas County, shared that part of the purpose of the work plan which will be discussed in January is an attempt to work around the goals. He reflected that they are committed to organizing the work plan around the goals to give transparency to the TCPB.

Liam Frost, Metro, shared that counties will be returning with a proposal in February. He shared that it sounds like there was consensus around the survey being a prioritization tool to be shared with the counties.

*Ben Duncan, Kearns & West, clarified that this is an idea that has been put forward and he would like to confirm agreement.*

Michael Liu stated that when he started thinking about landlord recruitment, he was thinking the TCPB would propose something like building a centralized database and then all of the points TCPB members have brought up in the discussion today would be in that database. He asked for clarification on the deliverable.

*Ben Duncan, Kearns & West, reflected that sounds accurate and that the mechanism of that is the consolidation of systems, and that county staff would return with the actualization plan.*

Sahaan McKelvey stated that he would want the counties to include all the recommendations in their proposal as he feels all the recommendations are more effective if they were regionalized. He reflected that how things are executed impacts the answer to the survey criteria.

Ben Duncan, Kearns & West, reflected that there is general agreement for putting the recommendations forward to the counties alongside the survey. He shared that there are lessons learned from this process and survey tool, and the process will be improved for the next goal. He asked if TCPB is okay with moving forward with all recommendations and supplying the counties with the survey.

Nicole Larson shared that there should be a qualifier along with the survey results stating that the results are subjective and that if a question received a high percentage of “no’s” doesn’t mean it should be disqualified.

Sahaan McKelvey agreed with Nicole Larson. He shared that the counties should be looking at the Focus Strategies Memo while they look at the survey.

Mercedes Elizalde suggested that the counties clarify in their proposal on components that wouldn’t benefit from consolidation.

Breanna Flores, Multnomah County, stated they are committed to taking the findings of the survey into account in the proposal.

Co-chair Eboni Brown stated that the counties should review the Focus Strategies memo, survey findings, and the meeting summary from when the Landlord Recruitment Goal Language was approved.

Liam Frost, Metro, shared he is hearing requests for additional context for the county staff and that Metro staff will memorialize all Landlord Recruitment and Retention exchanges on behalf of counties.

Ben Duncan, Kearns & West, asked if the TCPB approves Metro Staff memorializing all Landlord Recruitment and Retention context and moving forward with all of the below recommendations.

- A. Apply an equity lens to all program design and implementation work
- B. Develop a comprehensive communication and education program focused on housing providers
- C. Consolidate partnership formation responsibilities

## Tri-County Planning Body Meeting Summary

- D. Rationalize the system of financial incentives
- E. Explore expanding agency leasing for people with the greatest barriers
- F. Prioritize quality problem-solving services
- G. Consolidate the systems for tracking and providing access to unit inventory
- H. Invest in services beyond housing provider partnerships
- I. Conduct an examination of other services that are providing housing units beyond SHS to align resources and expand housing availability.
- J. Invest dollars into a regional fund for unit retention and incentivize long-term unit availability
- K. Identify and communicate known barriers and root causes preventing housing placements

TCPB members indicated their approval.

Yvette Hernandez stated that she would prefer the survey not to go to the counties but is okay with moving forward.

Steve Rudman asked if county and Metro staff would work together on the proposal and noted that the discussion today was not framed.

*Valeria McWilliams, Metro, confirmed that she will work with the counties.*

### Closing and Next Steps

Ben Duncan, Kearns & West, reflected on lessons learned regarding the TCPB recommendation process and will improve for the next goal. He shared that the next steps are:

- Next meeting: January 10<sup>th</sup>, 4-6pm
  - Discuss 2024 Work Plan
- Metro staff to memorialize all Landlord Recruitment and Retention exchanges and context including discussions and survey results.
- County staff to present a Landlord Recruitment and Retention Proposal in February.

### Adjourn

Adjourned at 6:00 p.m.

# METRO SUPPORTIVE HOUSING SERVICES TRI-COUNTY PLANNING BODY

## Monthly progress report | January 2023

*The goal of this report is to keep the TCPB, the Supportive Housing Services Regional Oversight Committee, Metro Council and other stakeholders informed about ongoing regional coordination progress. A more detailed report will be provided as part of the SHS Regional Annual Report, following submission of annual progress reports by Clackamas, Multnomah, and Washington Counties.*

### TRI-COUNTY PLANNING BODY REGIONAL GOALS\*

Goal	Progress
Unit/landlord recruitment and retention	During the December meeting, the TCPB approved moving forward all areas for further exploration for counties to develop a proposal. County staff will aim to deliver the proposal to the TCPB in February.
Coordinated Entry	The Coordinated Entry Regional Alignment Workgroup has met twice, next meeting is January 8 <sup>th</sup> . Homebase has conducted interviews with key Coordinated Entry Regional Alignment Workgroup members and jurisdictional partners to identify goals related to Coordinated Entry System collaboration and integration. Home Base is completing a national scan to inform this work. Work is beginning on gathering and utilizing input from those with lived experience throughout the process. This includes training people with lived experience to lead focus groups of their peers.
Healthcare system alignment	A new leadership, meeting, and workgroup structure has been adopted. It includes a data sharing/integration workgroup, systems integration project teams, and twice monthly regional leadership meetings. The Medicaid Waiver work continues at the regional leadership meetings. The data sharing/integration workgroup members have been identified and will begin meeting soon. Homebase has met with staff from the counties to learn about their priority healthcare/housing projects and identify opportunities for pilot projects that support the work of the system integration project teams.
Training + Technical Assistance	The cooperative procurement with the Counties to increase the pool of qualified technical assistance providers and capacity-building support to them is on track to open in February. If you are aware of consultants, firms, or nonprofit service providers

who may be interested in applying to provide those services, please email Ash Elverfeld, Technical Assistance and Training Program Manager, at [ash.elverfeld@oregonmetro.gov](mailto:ash.elverfeld@oregonmetro.gov) for more information.

#### Living Wage

Homebase will reconvene the Stakeholder Workgroup in early 2024. Homebase continues their scan of service provider compensation practices, including interviews with local service providers and county staff. Homebase plans to present their preliminary findings to TCPB in February 2024.

*\*A full description of regional goals and recommendations are included in Attachment 1.*

## EXISTING REGIONAL PROGRAMS AND COORDINATION EFFORTS

### People housed through the RLRA program as of September 30, 2023



The data comes from the SHS quarterly reports, which includes disaggregated data (by race and ethnicity, disability status and gender identity) and can be accessed here: <https://www.oregonmetro.gov/public-projects/supportive-housing-services/progress>

**Risk Mitigation Program:** All RLRA landlords are provided access to a regional risk mitigation program that covers costs incurred by participating landlords related to unit repair, legal action, and limited uncollected rents that are the responsibility of the tenant and in excess of any deposit as part of the RLRA Regional Landlord Guarantee.

The following information is derived from the counties' [FY2022-2023 annual reports](#)

**Landlord Liaison and Risk Mitigation Program:** In January 2023, Metro and tri-county program staff began meeting monthly to coordinate Landlord Liaison and Risk Mitigation Program education activities. Together, staff shared existing engagement tools and identified innovative methodologies for expanding unit availability across the region. Training for existing landlords is coordinated regionally and staff continues to coordinate to identify strategies for expanding unit availability.

**Regional Point-in-Time Count:** In January 2023, the counties conducted the first-ever fully combined regional Point-in-Time Count. This tri-county coordinated effort included creating a shared methodology and analysis, a centralized command structure, and unified logistics around the recruitment and deployment of volunteers. As a result of the combined Count, analyses include regional trends in unsheltered homelessness, sheltered homelessness, and system improvements made possible by regional investments in SHS.

An initial summary of the 2023 Point-in-Time Count data can be found in this May 2023 press release from Multnomah County: <https://www.multco.us/multnomah-county/news/news-release-chronic-homelessness-number-falls-across-tri-county-region-2023>.

**Regional Request for Program Qualifications:** This program year also included a Regional Request for Programmatic Qualifications to procure new and diverse organizations as partners for service provision. Tri-county partners worked to ensure broad engagement and technical assistance to support the full participation of new and emerging organizations, especially culturally

specific service providers. 60 applications were qualified to create a broad network of 167 tri-county pre-qualified service providers with diverse expertise and geographic representation.

**Homeless Management Information System (HMIS) Regional Implementation:** Starting in 2023, an updated Privacy Notice & Policy created a more trauma-informed and person-centered approach to obtaining participant consent for data sharing while maintaining a high level of data privacy. Next steps included moving toward regional visibility and more comprehensive integration of each of the counties' HMIS systems.

Fm: Tom Cusack

To: Metro SHS Oversight Committee

Comments for Jan 29<sup>th</sup> Meeting

**SHS Spending: For Every \$1 Spent on a Population B Person, Counties Should be Spending \$6-12 On Each Population A Person**

Back in August I pointed out the counties were not reporting SHS spending by Population A and Population B. The counties submitted data on Dec 29<sup>th</sup>, but after review, Metro staff concluded:

*“In our review, due to variability in reported service types, data availability, assumptions and allocation methodologies, Metro cannot determine spending by populations A and B”*

**The Table below shows that for EVERY \$1 SHS spent on a Population B person the goal is to spend \$6-\$12 for each Population A person.**

<b>For Every \$1 Spent Per Population B Person, Counties Should Have Spent \$6 to \$12 on Each Population A Person</b>			
<b>Courtesy, Oregon Housing Blog</b>			
	Pop B has assumed 1 person per HH	Pop B has assumed 1.5 persons per HH	Pop B has assumed 2 persons per HH
Awards to Counties	\$ 250,000,000	\$ 250,000,000	\$ 250,000,000
Pop A Allocation/75%	\$ 187,500,000	\$ 187,500,000	\$ 187,500,000
Pop B Allocation/25%	\$ 62,500,000	\$ 62,500,000	\$ 62,500,000
Pop A Persons	5,000	5,000	5,000
Pop B Persons	<b>10,000</b>	<b>15,000</b>	<b>20,000</b>
<b>( There were 10,000 Population B households)</b>			
Spending Goal; for Each Population A Person	\$ 37,500	\$ 37,500	\$ 37,500
Spending Goal; for Each Population A Person	\$ 6,250	\$ 4,167	\$ 3,125
<b>For EVERY \$1 Spent on Population B Person HOW Much Should be Spend on Populaton A Person</b>	<b>\$ 6</b>	<b>\$ 9</b>	<b>\$ 12</b>

## **CONCLUSION**

*It was always assumed that spending per Population A person was going to be substantially higher than spending per Plan B person. That's why the 75%/25% spending metric is there.*

*The absence of tracking to insure this is happening increases the danger that the highest need populations will not be allocated sufficient resources and that the lesser need persons in Population B will have resources closer to the Population A level.*

The following materials were received  
during the meeting.

The SHSOC is currently working on reviewing and updating recommendations for the FY23 regional annual report. The full recommendations, and where each existing recommendation is at in implementation, are included in the packet for the 1/29 SHSOC meeting.

In advance of that meeting, we are asking oversight committee members to reflect on the recommendations, their progress, and ways in which they would like to see this work refined or improved. This will provide the framework for the discussion that will happen on 1/29.

Instructions for this activity:

Review the prompt questions on Slide 2, and use those questions to guide the feedback given on the recommendations, which begin on Slide 3.

Use sticky notes to provide this feedback and any questions you have.

## CATEGORIES

1. Regional Communications Strategy (Slide 3)
2. Budget Reporting & Expectations (Slide 4)
3. Workforce Issues (Slides 5, 6, and 7)
4. Priority Areas for Program Expansion (Slide 8)
5. Data, Reporting & Evaluation (Slides 9 and 10)

Move to the next page to start the activity (click arrow at top of screen!)



# Prompt questions

1. Considering our current progress, is this recommendation ready to be phased out, or does it need continued focus?
2. Who is responsible for the execution of this recommendation? Is there clarity and accountability in these roles?
3. Does this recommendation require further development or refinement to be more effective?
4. What challenges or barriers have we encountered in implementing this recommendation? How can they be addressed?

# 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.

Good recommendation the key is how and who?.

Either sunset or expand category to include community engagement (e.g., "Strategic Communication and Community Engagement")

Create a long-term community engagement plan to foster communal involvement and feedback in the development and refinement of services.

Hold listening sessions with community partners about how things are going and communicate those successes and challenges

Be able to get the message out of successes out in a more broad sense vs solely online/websites.

Lead with accurate information and not have to react to inaccurate information.

Q: is there engagement that is referenced in LIP that may be insufficient to meeting the needs on the streets

Q: Where are we getting feedback from in the community and how are we following up with that?

# 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.

**The current recommendation sounds more like an operational tip versus a strategic direction for financial transparency.**

**"Budgeting/financial reporting and expectations" should address larger concerns with financial reporting and data variability/reliability (Cat. 5 overlap) - MT**

**more clarity on tax collections (challenges feels like a missing piece that should be highlighted)**

# Category 3: Workforce issues

Develop a work plan and timelines that incorporate short-term and long-term strategies for addressing workforce issues.

**Keep!**

**Recommend expanding recommendation to include "needs assessment"; that is "Perform needs assessment and develop a work plan with timelines"**

**Recommend inclusion of "and incorporates framework for regular monitoring and evaluation" at the end of current recommendation -MT**

**Q: counties are at different places, how do we address this in a regional report?**

**Agree with this**

# 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.

Continued focus needed! What would it take to get to multi-year capacity building?

This feels ripe for this year's report- individual counties have done some work but nothing regional and it needs attention to grow programs to hit all the other goals

# 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.

**TCPB actively  
monitoring with  
Employee  
Recruitment and  
Retention initiatives**

# 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.

**Well written recommendation yet there is concern that specific Behavioral Health integration strategies need to be identified on a regional level**

**TCPB is focused on Healthcare System Alignment so Oversight needs Metro to ensure proper screening, intervention and referral protocols with health services**

# 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.

**Add'l  
Recommendation  
for Process  
Measures/Quality  
Assurance: "Develop  
a framework for  
regularly assessing  
program efficiencies  
and service quality"**

# 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.

**Aside from alignment, a cross-county collaboration framework is needed to ensure best practices with data management and SHS program initiatives.  
-MT**

**If Metro does not have direct access to the HMIS data, this should be done - they can't really assess or evaluate without this.**

**Does this committee want to weigh in on Metro having direct access to data via HMIS?**

# Additional topics

**Identity and  
implement strategies  
to integrate  
employment (onsite  
job training) and  
educational services  
(partnerships) into  
supportive housing  
model [Cat. 4?] - MT**

01:24:13 Becky Wilkinson (she/her): I am here, I got a notice my internet connection is unstable so I may be off camera while until it improves

01:30:17 Patricia Rojas (she/her/hers): Thank you, Dan. Very helpful.

01:32:49 Mike Savara: Good example: Washington County just launched a "One Governance" model that includes engagement of a variety of types and means. That's part of the progress on engagement at a county level.

01:55:28 Felicita Monteblanco, NWHF, she/her: all for making the quarterly reports more accessible!

01:56:49 Patricia Rojas (she/her/hers): Rachael and Yesenia's presentations respectively are intended to address access to the info. Happy to adjust.

02:06:20 Patricia Rojas (she/her/hers): Wages are a focus of the TCPB.

02:27:35 Patricia Rojas (she/her/hers): 100%

02:30:33 Mike Savara: the State could also potentially be part of that discussion eventually - glad to hear this is underway regionally already.

02:31:22 Patricia Rojas (she/her/hers): Let's promote Hunter

02:32:17 Patricia Rojas (she/her/hers): There are cool examples of cross-system data sharing for example justice system, health and homelessness.

02:45:04 Patricia Rojas (she/her/hers): Thank you all! This is very valuable insight and feedback. Really appreciate your commitment and leadership.

02:46:48 Mitch Chilcott (he/him): Thankful to be here! I appreciate you all.