



Supportive Housing Services Oversight Committee Meeting Summary

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

Member attendees

Jim Bane (he/him), Mitch Chilcott (he/him), Co-chair Susan Emmons (she/her), Dan Fowler (he/him), Cara Hash (she/her), Carter MacNichol (he/him), 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

Jenny Lee (she/her)

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

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

Kearns & West Facilitator

Ben Duncan (he/him)

Welcome and Introductions

Co-chair Susan Emmons introduced herself and reflected on the Committee's work putting together the first annual report and reaching consensus on recommendations. She shared that last year's recommendations were in the meeting packet and asked the Committee to consider if there are any new recommendations, any that still need to be continued, and any that can be dropped.

Co-chair Mandrill Taylor introduced himself and reflected that through the audit and feedback received, the Committee has made progress, but there are still areas that demand focus, attention, and strategic thinking. He encouraged the Committee to bring forward insights, questions, and creative thinking to refine recommendations.

Patricia Rojas, Metro, introduced herself, welcomed new Committee members, and thanked current and previous Committee members for their work. She shared that two new Metro staff members started this morning, Hunter Belgard as Regional Housing Data Lead and Cole Merkel as Regional Capacity Manager part of the Technical Assistance and Capacity Team.



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Yesenia Delgado, Metro, introduced herself as the Supportive Housing Services (SHS) Manager at Metro and shared that on January 18th Metro Council approved the new Committee appointments.

Ben Duncan, Kearns & West, introduced himself as a neutral third-party facilitator, facilitated introductions between SHS Oversight Members, and reviewed the meeting agenda and objectives.

Jim Bane, Mitch Chilcott, and Cara Hash introduced themselves as new Committee members.

Co-chair Susan Emmons reviewed the meeting summary approval process for new members.

The Committee approved the January 8th SHS Oversight Committee Meeting Summary. Jim Bane, Cara Hash, and Carter MacNichol abstained.

Conflict of Interest Declaration

Becky Wilkinson declared a conflict of interest as she manages a program that receives SHS funding and that she is a part of the Homeless Solution Coalition of Clackamas County.

Carter MacNichol declared a conflict of interest as he is on the Board of Transition Projects which receives SHS funding.

Dan Fowler declared a conflict of interest as he is a part of the Homeless Solution Coalition of Clackamas County which receives SHS funding.

Public Comment

Tom Cusack provided written public comment.

Carter MacNichol reflected that the Committee asked for a response to a previous public comment received from Tom Cusack in August or September and asked what the status was of the response.

Breanna Hudson, Metro, replied that a response was included in the October meeting packet and would be sent to committee as a part of the final meeting packet email.

Discussion: Population A/B Allocation Memo

Yesenia Delgado stated that counties are required to report allocations by Population A and B and oversight of these allocations is a critical responsibility for the Committee. She noted that the meeting packet included the allocation memo by the counties and Metro's analysis. She elaborated that this is the first time Metro received this report and each county used different data methodologies and assumptions. She reflected that due to these differences, Metro cannot provide a regional roll-up or takeaways. She shared that Metro would guide methodology development for counties, and next year's annual report will have consistent data. She recommended not including the allocation numbers in the regional report and including a statement that the numbers were received and that Metro is working to strengthen methodology.

Mike Savara shared his excitement for Hunter Belgard joining Metro and noted that aligning services provided and money spent is difficult. He reflected this is a data system problem as the Homeless Management Information System (HMIS) is primarily used to track service transactions, not money spent. He stated that he has been working on this at the state level to think through approaches for this problem.

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Dan Fowler appreciated Mike Savara's comments and asked if Metro anticipated that the counties would have different reporting structures. He reflected that he would be uncomfortable omitting the numbers in the report, and said their job is to put information out there whether it is good or bad.

Patricia Rojas replied that they did anticipate some level of differences between the counties, but they didn't have a way of understanding how different they were. She stated that they have made significant progress towards some regional alignment around the program and demographic reporting, but in receiving the Population A and B allocations, Metro now understands what the differences are. She suggested including the numbers in an addendum as including the numbers in the report could cause confusion as they can't be compared to each other. She suggested including language that Metro received a report and based on discrepancies, they cannot make any conclusions on the spending of Population A and B at the regional level. She added that they want to be transparent and share how they are fixing this, which is connected to the Committee's recommendations for improved financial reporting.

Cater MacNichol shared that he doesn't feel comfortable in hiding the numbers, like Dan Fowler. He shared he understands why it is hard to create regional numbers, but reflected that regional numbers are the sum of the counties, and they have the counties' numbers. He suggested including the numbers and being clear about what the numbers are. He stated that to not include the numbers is disingenuous and not transparent.

Patricia Rojas replied that transparency in the report is always an assumption and that Metro will name and share it, but wanted to consider how to approach it to ensure people can use the numbers in the report. She stated that Metro will support whatever the Committee decides and reflected that everything in the regional report is a regional analysis, and Metro cannot give an analysis for Population A and B.

Dan Fowler stated that the overall impression should be that the public sees investments in Populations A and B and that the numbers are a reporting issue, not a caring issue.

Discussion: Recommendations

Ben Duncan shared that Metro has developed a progress chart for the Committee's recommendations. He stated that the Committee will work through the recommendations to determine if any recommendations are complete, if any need to be clearer, and if there are any new recommendations. He reflected that the Committee would utilize a Jamboard and then walk through each recommendation to identify key themes. He elaborated that the February 12th meeting would be an additional opportunity to refine the recommendations.

Yesenia Delgado clarified that the recommendations were established in May 2023, so Metro, in conjunction with the counties, has only been working on them for about six months. She stated that some recommendations include long-term approaches which will take time. She noted that no recommendations are fully completed and encouraged the Committee to move all the current recommendations forward in the next year.

Breanna Hudson shared the Jamboard which is available in the January 29th final meeting packet.

The Committee took 5 minutes for individual Jamboard work.

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Category 1: Regional Community Strategy

Becky Wilkinson added 'hold listening sessions with community partners to learn about successes and challenges' about the 'expand category to include community engagement' sticky note. She stated that she added that note before she learned about the capacity manager role at Metro which would fulfill receiving feedback from community partners.

Patricia Rojas replied that the role is one avenue for receiving feedback, and that county partners are an additional way to receive that feedback.

Ben Duncan asked if seeing this level of detail in refining recommendations is helpful.

Patricia Rojas replied that the Committee should think about what change they want to see and focus more on the shift rather than the tactic in the recommendations. She reflected that Metro staff will look at the recommendations and identify tactics.

Susan Emmons reflected that what the Committee has heard is there is great information on the website, but their neighbors and friends aren't going to websites to receive information. She stated that people see this crisis through how many tents are in the street. She emphasized that there is good work being done that needs to be shared with the public, and recommended sticking with the recommendation.

Patricia Rojas clarified that none of the recommendations have been achieved and they are all ongoing bodies of work, but that it is important to understand the progress made to date.

Dr. Mandrill Taylor shared that he created the 'expand category to include community engagement,' and 'create a long-term community engagement plan' sticky notes. He reflected that the goal of the communication strategy was to prevent misinformation and build public trust and civic engagement. He reflected that the communication so far has been one-way, and suggested explicitly including engagement so communication would be two-way.

Dan Fowler said he wants the communication strategy to lead with accurate information and not react to inaccurate information.

Jeremiah Rigsby appreciated the nature of the community engagement comments. He asked for more clarity on what parts of community engagement would need to be created from scratch. He reflected that engagement is broad and hard to track. He asked for clarity on what the Committee is specifically trying to get out of engagement, and if the recommendation would be guidance for Metro, the Counties, or service providers.

Patricia Rojas replied that Metro is charged with coordinating and leading work. She reflected that different parts of the work are happening in a variety of places and that the team is working to better report and track progress on the overarching goal.

Jeremiah Rigsby asked if the Committee was trying to make a recommendation of where community engagement needs to go, rather than an analysis of engagement.

Ben Duncan reflected that there are two parts: one being how the Committee monitors engagement and two being what exactly the engagement tactics are.

Jeremiah Rigsby noted that the Committee should be as open and transparent as possible. He reflected that community feedback is good intel on to how best address issues arising in the community. He reflected that the community is broad and Metro staff have limited bandwidth so it's important to have clarity on where they are receiving feedback and how they are responding to it.

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Becky Wilkinson reflected that the Committee needs to put out accurate information, which includes getting feedback from folks.

Carter MacNichol agreed with what had been said and was concerned about the pace of rolling the communication strategy out and the sense of urgency.

Patricia Rojas replied that Metro shares a sense of urgency and that a comprehensive campaign is a lot of work which takes time. She reflected that Israel Bayer, Metro, has started this work in the summer and if the goal is to provide clarity to the community, that is happening already. She underscored that multiple lanes are all advancing the goal. She reflected that some earlier comments mentioned community input and accurate reporting that reflects what the public sees. She noted that there are a lot of lanes where that is underway with technical assistance and that while they are formalizing the campaign, they aren't waiting to begin work.

Felicita Montebalanco agreed with what had been said and appreciated Patricia's comments. She shared it's important for the public to be informed and to understand the complexity of homelessness to increase compassion and empathy. She reflected that if they aren't extremely proactive with accurate information, they will have to combat an inaccurate narrative.

Category 2: Budgeting/Financial Reporting and Expectations

Co-chair Dr. Mandrill Taylor stated that the current recommendation reads more like an operational tip rather than a strategic direction for financial transparency and that reporting and expectations should address larger concerns with financial reporting and data. He suggested that cross-county collaboration could resolve the Category 5 overlap.

Co-chair Susan Emmons shared that she still finds the quarterly reports cumbersome to review and suggested including an executive summary.

Patricia Rojas agreed, and the current solution is to have high-level slides in the presentation. She stated that Metro is happy to provide a written summary if that feels better.

Felicita Montebalanco asked if the audience for the reports is the Committee or the average person, and noted that if the audience is the average person, the reports should be done differently.

Carter MacNichol reflected that the Committee has received good information on how tax collections are going well but hasn't received any information on challenges.

Category 3: Workforce Issues – Work Plan and Timeline

Dr. Mandrill Taylor recommended adding a needs assessment and framework for regular monitoring and evaluation to the current recommendation.

Susan Emmons struggled with the fact that counties are in different starting places for what they are able to pay workers and increase wages and asked how to address that in a regional report. She noted that the Tri-County Planning Body (TCPB) is also working on this and asked if there is a role for the Committee to do this work in a parallel process.

Liam Frost, Metro, replied that the Committee has a role to play in identifying challenges. He stated that the TCPB is a policy deliberation body and that the Committee would identify

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challenges to share with the TCPB to develop solutions. He shared that a consultant will be reporting back to the TCPB on their findings, and once the TCPB proposes a plan, the Committee will review and approve it.

Patricia Rojas added that the Committee recommendations go to Metro Council to indicate priorities.

Carter MacNichol stated that he didn't see approval of the TCPB's plan in their charge.

Patricia Rojas, Metro, replied that it is in the SHS work plan and the auditor has noted that the charter is not reflective of all responsibilities.

Category 3: Workforce Issues – Feasibility and Design of Capacity Building Investments

Felicita Monteblanco stated that continued focus is needed here, and this is a strong opportunity for regional work. She asked what it would take to get to multi-year capacity building and reflected that counties may need to change how they do their work and have nonprofits communicate what they need.

Co-chair Susan Emmons reflected that last year the committee struggled with the question of how money is getting out the door and noted that fiscal staff are risk averse. She stated that SHS funds were designed to be flexible, and the government needs to show up differently. She asked how the counties can utilize a flexible approach and reflected that Multnomah County's work with United Way could have been a multi-year approach, but they have to spend the funds within six months.

Carter MacNichol stated that this work seems to currently be limited to small, emerging, and culturally specific providers, but it should be broader than that.

Yesenia Delgado replied that they are meeting with the counties to discuss the recommendation and they are looking at all providers for this work and are not limiting the opportunity.

Category 3: Workforce Issues - Wage Equity

The Committee did not discuss this board.

Category 4: Program Expansion

Dr. Mandrill Taylor reflected that the recommendation is well drafted and that there is a current media focus on homeless youth. He stated that there has been an underutilization of behavioral health service integration which needs to be resolved. He suggested Metro should provide guidance and regional oversight to ensure the integration of behavioral health and other services such as job training.

Patricia Rojas responded that Metro could do better in communicating about this recommendation and noted that the TCPB has outlined a goal for behavioral health integration and that the Committee's recommendation is being addressed in a variety of areas, including tracking and reporting and launching a Permanent Supportive Housing (PSH) team.

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Dan Fowler asked if they are restricted to only giving funding to the counties and if there was a health system that had a good structure, could they be given funds.

Patricia Rojas replied that per the Intergovernmental Agreements (IGAs), Metro provides funding to counties for the dedicated percentages. She noted that Counties can subcontract and have partnerships with other organizations and that partnerships are emerging. She added that Metro's funding is restricted to administration.

Category 5: Data, Reporting and Evaluation

Metro Councilor Christine Lewis shared that it would be helpful to have direct access to HMIS data for the Council to do a regional evaluation as this is a large body of work that's risen to a political level and advice from the Committee would be helpful.

Ben Duncan asked if that would require an intergovernmental data agreement.

Councilor Lewis replied yes, there would be an agreement and an IGA.

Patricia Rojas added that Metro and the counties are in the middle of a data-sharing agreement and are determining what the most effective way to share information would be. She shared that Hunter Belgard could speak more to the data.

Susan Emmons stated that Hunter Belgard could join the February 12th meeting to speak more about data due to time constraints.

Dan Fowler shared that there are early discussions among law enforcement at the municipal level to help the homeless community avoid jail time, including officer training.

Ben Duncan reflected that Committee members can add more to the Jamboard after the meeting and everything on the board along with the conversation today would be refined in the February 12th meeting.

Discussion: Second Draft of the Annual Report

Kris Smock, Kristina Smock Consulting, introduced herself and stated that the Committee has until February 9th to provide feedback on the second draft of the report. She reflected the revised version includes revisions to tone and content. She thanked Carter for sharing his edits via email.

Carter MacNichol stated that he noticed that the word 'ensure' appeared 91 times in the draft and reflected that he is not sure that the Committee can ensure success due to limited authority. He recommended replacing 'ensure' with softer language to match the Committee's authority.

Dr. Madrill Taylor suggested using 'to better ensure.'

Susan Emmons shared that February 12th's meeting is a work session and they won't be voting on anything until the following meeting.

Mike Savara stated that it is best practice to share the comparison of a percentage when listing a percentage, for example, if Multnomah County served X percentage of a race, share the context of that within the homeless or general population.

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Kris Smock replied that it is a great recommendation, and noted that the comparisons can be complicated, so she will look at how to show that in a meaningful way.

Ben Duncan stated that there is currently language in the report that references Population A and B, and reflected that the earlier conversation on those numbers wasn't conclusive and hoped to get clarity on that at the February 12th meeting.

Carter MacNichol stated he wouldn't be at the February 12th meeting and asked if he should email Kris Smock his opinion on that.

Kris Smock replied yes, to email her with any recommendations or updates to language.

Patricia Rojas responded that she heard his recommendation to incorporate it into the report and feels comfortable including his voice and position in the conversation.

Ben Duncan stated that if Committee members hadn't expressed their opinion and wouldn't be at the February 12th meeting to share their Population A and B inclusion insights with Kris Smock.

Next Steps

Susan Emmons, Mandrill Taylor, and Patricia Rojas provided closing remarks.

Ben shared that the next steps include:

- Next Meeting: February 12, 9:30 am-12 pm
 - Work session
 - Discuss Population A and B numbers.
 - Hunter Belgard to speak more about data.
- Committee members to email Kris Smock their opinions on including the Population A and B numbers if they won't be able to attend the February 12th meeting.
- Committee members to email Kris Smock feedback on the second draft of the report by February 9th.

Adjourn

Adjourned at 12:00 pm.