



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Agenda

Meeting: Supportive Housing Services Tri-County Planning Body Meeting
Date: June 12th, 2024
Time: 4:00pm-6:00pm
Place: Metro Council Chambers, 600 NE Grand Ave, Portland, OR 97232 and Zoom Webinar
Purpose: The Tri-County Planning Body (TCPB) will receive a progress report on the employee recruitment and retention goal and discuss.

4:00pm **Welcome and Introductions**

- Decision: meeting summary approval

4:15pm **Public Comment**

4:25pm **Conflict of Interest**

4:30pm **Staff Updates**

4:45pm **Employee Recruitment and Retention Progress Report – Part 1**

- Goal Language: County contracts for SHS funded agencies and providers will establish standards throughout the region to achieve livable wages for direct service staff.

5:55pm **Closing and Next steps**

- Next meeting: July 10th, 2024

6:00pm **Adjourn**

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Tri-County Planning Body Meeting Summary

Meeting: Supportive Housing Services Tri-County Planning Body Meeting
Date: Wednesday, May 8, 2024
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 receive a progress report on the coordinated entry goal and discuss.

Member attendees

Chair Eboni Brown (she/her), Mercedes Elizalde (she/her), Yvette Marie Hernandez (she/her), Nicole Larson (she/her), Cristina Palacios (she/her), Steve Rudman (he/him), Zoi Coppiano (she/her), Monta Knudson (he/him), Sahaan McKelvey (he/him), Mindy Stadlander (she/her)

Elected delegates

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

Absent delegates

Clackamas County Chair Tootie Smith (she/her)

County staff representatives

Clackamas County – Vahid Brown (he/him); Multnomah County – Breanna Flores (she/they), Christina Castaño (she/her), Kanoe Egleston (she/her), Washington County – Jes Larson (she/her), Allie Alexander Sheridan (she/her)

Metro

Liam Frost (he/him), Abby Ahern (she/her), Melia Deters (she/her), Chris Pence (he/him)

Kearns & West Facilitators

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

Note: The meeting was recorded via Zoom; therefore, this meeting summary will remain at a high-level overview. Please review the recording and archived meeting packet for details and presentation slides.

Welcome and Introductions

Ben Duncan, Kearns & West (K&W), introduced himself and welcomed the Tri-County Planning Body (TCPB) to the meeting, facilitated introductions, and reviewed the agenda and objectives.

The TCPB approved the March Meeting Summary.

Tri-County Planning Body Meeting Summary

Public Comment

Steve Rudman asked what the result of Community Warehouse's comment was last month.

Ben Duncan, K&W, replied that it is up to the TCPB to incorporate public comment as they see fit.

Ethan Loomis provided public comment.

Shaun Ireland provided public comment.

Conflict of Interest

No members declared a conflict of interest for this meeting.

Staff Updates

Liam Frost, Metro, announced that Steve Rudman and Mercedes Elizalde would be TCPB Co-chairs beginning next month and that they are working to fill the three member vacancies by July.

Chirs Pence, Metro, shared that the Supportive Housing Services (SHS) Oversight Committee approved the Landlord Recruitment Regional Implementation Plan and provided feedback to develop an overarching outcome and metrics, and provide more background language in the plan to link the strategies together. He shared that the TCPB and SHS Oversight Committee Co-chairs will discuss the feedback and next steps. He added that the four jurisdictions have formed a workgroup and will meet monthly to coordinate and finalize reporting metrics.

Liam Frost, Metro, thanked Ethan Loomis for his comment and for sharing a recommendation. He noted that staff are listening to and incorporating feedback.

Mercedes Elizalde asked when there would be a timeline for the hotline strategy.

Chirs Pence, Metro, replied that there is no timeline yet, and they will give updates and incorporate feedback regularly.

Steve Rudman reflected on the Regional Long-term Rental Assistance (RLRA) program and asked if there was portability between counties or if there were other ways to improve the effectiveness of the program.

Cristina Palacios added that it could be good to pilot the program and get feedback from the landlords.

Chirs Pence, Metro, replied that some of the reporting metrics would be improvement focused.

Liam Frost, Metro, added that the jurisdictional work group will consider these comments.

Nicole Stingham, Washington County, shared that the Opal Apartments have opened and that the Nueva Esperanza building will be opening later this week.

Cristina Castaño, Multnomah County, shared that Oliver's Place has opened and shared out findings from a [Portland State University study](#) that found how small shelters more effectively impact homeless individuals and support pathways to housing in comparison to congregate shelters.

Coordinated Entry Progress Report

Abby Ahern, Metro, reviewed the coordinated entry goal language and provided an overview of the history of coordinated entry. She defined coordinated entry, Built for Zero, and case conferencing,

Tri-County Planning Body Meeting Summary

and reviewed the four core elements of coordinated entry: access, assess, prioritize, and referral, with the ultimate goal of move-in. She noted that each county has a Continuum of Care (CoC) Board that would need to approve any TCPB recommendations related to coordinated entry.

Steve Rudman asked if case conferencing was done by county staff or community-based organizations.

Abby Ahern, Metro, replied that will be answered later in the presentation.

Cristina Palacios asked if the TCPB and the CoC Boards were to approve this, what would the timeline be for the program to begin. She reflected on her work with immigrants and refugees who have difficulty reporting incomes.

Abby Ahern, Metro, clarified that coordinated entry programs have been running for many years and this work would identify ways to create a regional coordination system. She shared that staff would return in early fall with an implementation plan that has details like timelines. She added that The Department of Housing and Urban Development (HUD) doesn't have an income requirement and SHS is lenient with income.

Mercedes Elizalde asked for counties to address in their presentations how long assessments take.

Ben Duncan, Kearns & West, asked to clarify how the CoC Boards would engage in this conversation.

Abby Ahern, Metro, clarified that each county has its own CoC Board as mandated by HUD, which generally meets monthly. She noted that nothing can change until the Boards approve it and imagined it would look like touch points with the Boards as implementation plans are developed and including their process in the implementation plan.

Sahaan McKelvey reflected that every reason and barrier that existed for coordinated entry in 2012 exists now and highlighted the importance of moving the work forward.

Abby Ahern, Metro, affirmed that the goal is to identify opportunities for regionalization to enhance participant and service provider experience.

Lauren Decker, Clackamas County, provided an overview of Clackamas County's coordinated entry process called "Highway to Housing" and shared that screening begins when participants call the program or connect with an outreach worker. She noted that the assessment could take anywhere from 20 minutes to over an hour depending on participant needs. She shared that there are immediate programs for some participants, and other participants get added to a waitlist. She detailed the eight components of Clackamas County's process.

Monta Knudson asked how medium and lower-priority folks receive care.

Lauren Decker, Clackamas County, responded that they are trying to address that with the implementation of the Rapid Rehousing Program and hiring engagement specialists.

Katherine Galian, Washington County, detailed Washington County's six-step coordinated entry process called "Community Connect." She noted that assessments are completed over the phone, with outreach workers, with providers, and there are liaisons in the health care and justice systems. She noted that households that are experiencing chronic homelessness are prioritized and went over the three types of case conferencing.

Monta Knudson asked why a strong tie to Washington County is needed for eligibility purposes as part of the assessment.

Tri-County Planning Body Meeting Summary

Katherine Galian, Washington County, replied that is to ensure folks want to live in Washington County.

Abby Ahern, Metro, added that HUD funding is county by county and requires funding to be spent on the community.

Katie Dineen, Multnomah County, presented an overview of coordinated access in Multnomah County and noted that there are five different systems for each population and that resources in each system vary. She shared that Multnomah County is reevaluating its assessment tool and testing a new shorter one. She noted that there are centralized and decentralized access points in each system, and that case conferencing is facilitated by the county.

Mindy Stadlander asked to discuss the relative value of using HUD tools since SHS is locally funded.

Abby Ahern, Metro, replied that HUD requires coordinated entry, but not a particular tool. She noted that the counties have expanded on the basic requirements from HUD.

Mercedes Elizalde asked if assessments are updated if the household status changes or if the process would have to start from the beginning.

Chair Eboni Brown, Lauren Decker, Clackamas County, and Katie Dineen, Multnomah County, replied that the assessments can be updated in each county.

Sasha Caine and Joy Balinbin, Homebase, presented Homebases' consulting work to complete a national scan to identify similar contexts. They shared that this regional work is unprecedented and shared their current work interviewing communities and providers and facilitating a workgroup and listening sessions. They detailed emerging regional opportunities including advancing equity through prioritization, aligning assessment questions, standardizing case conferencing, and sharing data.

Chair Eboni Brown asked what the budget was for people with lived experiences to provide input.

Abby Ahern, Metro, replied the same rate they pay TCPB members, \$200 per meeting.

Nicole Larson asked if counties find aligning assessment questions and standardizing case conferencing doable.

Abby Ahern, Metro, replied that aligning assessments wouldn't mean the same assessment for each county, but asking the same questions for regional information while still allowing flexibility for county specific questions. She noted that for case conferencing it would be to standardize practices so healthcare system participants can feel that there is familiarity. She added that these are opportunities and they don't know what is doable yet.

Nicole Stingham, Washington County, added that the CoC Boards are the ones with the authority to set expectations to comply with HUD and noted that Zoi Coppiano is on the Washington County CoC Board.

Washington County Chair Harrington highlighted that this work is innovative and shared that Metro staff should help lift that message.

Cristina Palacios asked what happens if a participant doesn't have a social security number or doesn't want to share it.

Abby Ahern, Metro, Chair Eboni Brown, and Lauren Decker, Clackamas County, replied that the participant would receive services regardless as questions can be skipped, but they can share other identification numbers if they want to.

Tri-County Planning Body Meeting Summary

Steve Rudman shared that SHS funds are separate from HUD and his hope that a system can be created that makes sense to be able to use both funds.

Abby Ahern, Metro, replied that HUD requirements still need to be met, but there is a lot of flexibility for SHS funds, and they are looking at current systems to see if they were created due to fund scarcity or to fulfill HUD.

Merced Elizalde stated that amending assessments seems like a way to make systems portable and would like to see if folks are connecting to income resources in the assessments. She noted that it is important to find regional pieces and think about doors that open to SHS-funded services.

Abby Ahern, Metro, replied that they are thinking about auto-populating mechanisms between the jurisdictions, and other connections like RLRA vouchers and services.

Chair Eboni Brown stated that there is a provider piece as well since a provider will review the assessment and verify income needs and see if folks can find work.

Mercedes Elizalde stated that income is a large piece that keeps folks in poverty, and this is an opportunity to make a referral during the assessment and lean into connections with providers so that work burden isn't put on providers.

Closing and Next Steps

Ben Duncan, Kearns & West, adjourned the meeting and noted next steps include:

- TCPB to meet Wednesday, June 12th from 4:00 to 6:00 pm.

Adjourn

Adjourned at 6:00 p.m.

Tri-County Planning Body Employee Recruitment and Retention Goal Timeline June 2024

Note: The following information is largely derived from Kearns and West’s meeting summaries. Tri-County Planning Body (TCPB) meeting summaries are available on Metro’s website: <https://www.oregonmetro.gov/public-projects/supportive-housing-services/regional-coordination>.

November 9, 2022 TCPB Meeting

- The TCPB discussed the proposed Regional Plan workflow.
- The TCPB engaged in issue prioritization.

December 14, 2022 TCPB Meeting

- TCPB reviewed the draft recommendation filtering criteria.
- The TCPB continued to engage in issue prioritization.
- Ben Duncan, Kearns and West, shared that a survey would be sent out to prioritize January’s meeting topic.

January 11, 2023 TCPB Meeting

- The prioritization survey sent out after December 2022’s TCPB meeting resulted in strategies across four categories, including “Prioritization of Capacity Strategies.”
- The TCPB engaged in a “dot exercise” in which they voted on strategies across all four categories.
 - Under the “Prioritization of Capacity Strategies” category, 17 TCPB members voted for the top-ranked strategy, “Support wages and training for service providers as well as pay compensation for contractors since culturally specific services are often contracted out.”
- Liam Frost, Metro, shared that next steps for staff would include taking the top voted strategies and delivering recommendations for the TCPB to vote on in February.

February 8, 2023 TCPB Meeting

- Metro and county staff translated TCPB’s voted upon priorities into regional goals, sharing this information with the committee in a memo on February 1, 2023.
 - Staff decided to separate the training and wages priority into two goals: “training and technical assistance” (split into two goals at the March 8, 2023 TCPB meeting) and “employee recruitment and retention.”
- The employee recruitment and retention goal, as drafted by staff, read: “Fair and equitable pay for Supportive Housing Services (SHS)-funded agencies and providers throughout the region.”
 - This included a recommendation to “Map current wage conditions and draft a housing-worker wage framework that provides guidance to SHS-funded agencies

and providers. Framework may include differential pay for lived experience, bilingual employees, and culturally specific organizations.”

- The TCPB agreed to continue the discussion at a future meeting.

March 8, 2023 TCPB Meeting

- Staff presented two options for the Employee Recruitment and Retention Goal:
 - Option 1: Keep the same goal language
 - Fair and equitable pay for supportive Housing Services (SHS)-funded agencies and providers throughout the region.
 - Option 2: Separate goals
 - Goal A: Supportive Housing Services (SHS) funded agencies and providers throughout the region pay livable wages to direct service staff.
 - Goal B: Distribution of pay from lowest to highest paid staff within SHS-funded agencies and providers is equitable throughout the region.
- Staff also presented new Employee Recruitment and Retention recommendation options:
 - Original recommendation language: Map current wage conditions and draft a housing-worker wage framework that provides guidance to SHS-funded agencies and providers. Framework may include differential pay for lived experience, bilingual employees, and culturally specific organizations.
 - New recommendation language options:
 - Map current wage and benefit conditions.
 - Draft a housing-worker wage framework that provides guidance to Counties and SHS-funded agencies and providers.
 - Consider ways to allow for differential pay for lived experience, bilingual employees, and culturally specific organizations.
 - Consider ways to address challenges focused by organizations with multiple funding streams.
- The conversation continued into the next TCPB meeting.

April 12, 2023 TCPB Meeting

- Mercedes Elizalde, TCPB member, stated that goal implementation lies within counties and their contracting processes. She recommended that the language specifically states, “achieve livable wages for direct service staff.”
- Patricia Rojas, Metro, shared that during the iterative recommendation process, staff and a consultant would develop a workflow to be shared with the TCPB.
- **The TCPB approved “map current wage and benefit conditions and include previous and existing work.”**
- **The TCPB approved “draft a housing-worker wage framework that provides guidance to counties and SHS-funded agencies and providers and includes contracting evaluation and alignment.”**
- **The TCPB approved “consider ways to allow for differential pay for lived experience, bilingual employees, and culturally specific organizations.”**

- **The TCPB approved “consider ways to address challenges faced by organizations with multiple funding streams.”**
- **The TCPB approved “assess reasonable scale of outcomes and caseload as it relates to compensation.”**
- A few members expressed a preference for option 1. Most members expressed a preference for option 2. [Option 1: Keep the same goal language from the February meeting. Option 2: Separate goals—Goal A and Goal B.]
- **The TCPB approved Goal A “County contracts for SHS-funded agencies and providers will establish standards throughout the region to achieve livable wages for direct service staff.”**
- Liam Frost, Metro, and Patricia Rojas, Metro, shared that Goal B language is in the work plan as a metric, not a requirement.
- **The TCPB approved Goal B [in concept, to be amended]: Distribution of pay from lowest to highest paid staff within SHS-funded agencies and providers is equitable throughout the region.**

May 10, 2023 TCPB Meeting

- On May 2, 2023, the TCPB had a work session. The work session group decided that to make Employee Recruitment and Retention Goal A successful, Goal B should become a recommendation under Goal A. The recommendation language is “Within each Supportive Housing Services (SHS)-funded agency, monitor the distribution of pay from lowest to highest paid staff to ensure improvements in pay equity.”
 - **The TCPB unanimously approved the recommendation.**

June 14, 2023 TCPB Meeting

- Vahid Brown, Clackamas County, presented on capacity building and pay equity. He shared that Washington County developed a pay equity survey tool that Clackamas County used to assess provider compensation ranges and that Clackamas County focuses on the rate of compensation in contract negotiations and the need to support a living wage.

August 2023

- Metro contracted with a consultant, Homebase, to support work on the TCPB’s Employee Recruitment and Retention goal.

September 2023 – May 2024

- Metro finalized scope of work and timeline with Homebase; Homebase conducted stakeholder engagement with key jurisdictional partners and providers, including a national and local scan.



Metro

Employee Recruitment and Retention (ERR)

Progress Update – Part 1

June 12, 2024

Timeline

December 2022

County staff presented to the Tri-County Planning Body (TCPB) opportunities for regional alignment.

May 2023

TCPB finalized regional goal and recommendations for Employee Recruitment and Retention.

September 2023 – January 2024

Finalized scope of work and timeline with Homebase; Homebase launched stakeholder engagement with key jurisdictional partners and providers, including national and local scan.

February – May 2024

Continued outreach and developed draft recommendations, vetted with jurisdictional partners and providers

June-July 2024

Present progress update including Homebase findings, County context and preliminary recommendations.

December 2024 (tentative)

ERR implementation plan presented to TCPB.

Q1 2025 (tentative)

Supportive Housing Services Oversight Committee vote to approve ERR implementation plan.

TCPB Goal

County contracts for SHS funded agencies and providers will establish standards throughout the region to achieve livable wages for direct service staff.

Recommendations:

- Map current wage and benefit conditions.
- Draft a housing-worker wage framework that provides guidance to Counties and SHS-funded agencies and providers and includes contracting evaluation and alignment.
- Consider ways to allow for differential pay for lived experience, bilingual employees, and culturally specific organizations.
- Consider ways to address challenges faced by organizations with multiple funding streams.
- Assess reasonable scale of outcomes and case load as it relates to compensation.
- Within each Supportive Housing Services (SHS)-funded agency, monitor the distribution of pay from lowest to highest paid staff to ensure improvements in pay equity.

Employee Recruitment and Retention Agenda - Part 1 (June)

- Metro remarks
- Homebase Research Findings, Part 1
- Next steps
- Questions/Discussion



Metro leadership remarks

- Context: systemic, national issue
- No other community has solved this and certainly not in a regional way
- Achieving a living wage for frontline workers is bigger than SHS funding, certainly more than a RIF solution
- Promising work underway in each county – with a shared sense of urgency
- Metro exploring ways we can complement progress on wage increases and contracting practices in the counties – more to come in July

Today + next steps

- Rest of today's meeting: Homebase's report on their findings including national and local scan
- Next month: Homebase and Counties will spotlight work underway and preliminary strategy concepts
- Continued partner engagement, strategy development
- Will return at future TCPB with implementation plan

Approach

Homebase compiled information from national and local reports, interviews, and group discussions to **identify effective strategies and potential complications on the path to improved "Employee Recruitment and Retention."**

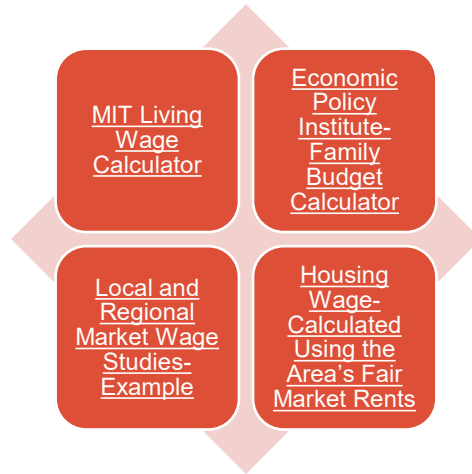
Recognizing **living wage as a key element**, Homebase analyzed potential methods to calculate a living wage standard which would best fit local goals.

The information was discussed with local counties, providers, and others **to create a shared starting point for implementation conversations among local leadership** to reach the stated goal "to establish standards throughout the region to achieve sustainable livable wages for direct service staff."

Living Wage Benchmark

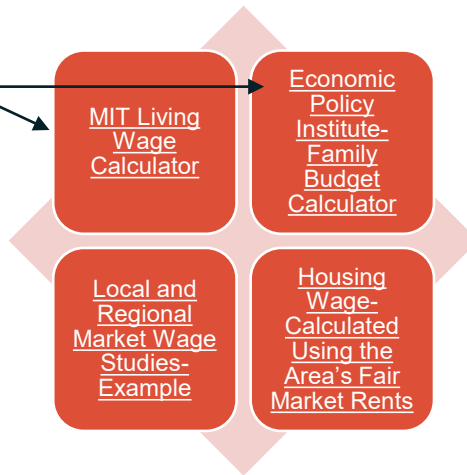
Possible Calculations and Other Impacts

Considerations of Living Wage Approaches



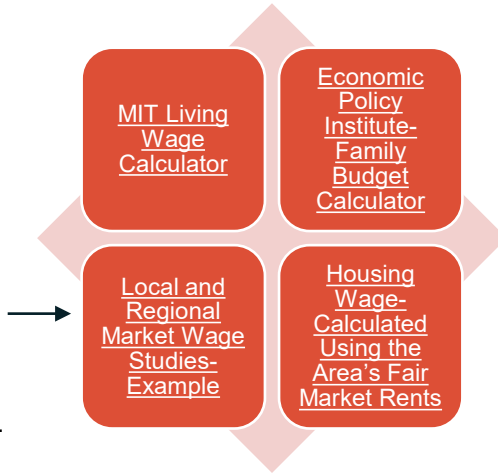
Considerations of Living Wage Approaches

These two
“calculators” are
specific to family
size and
structure.

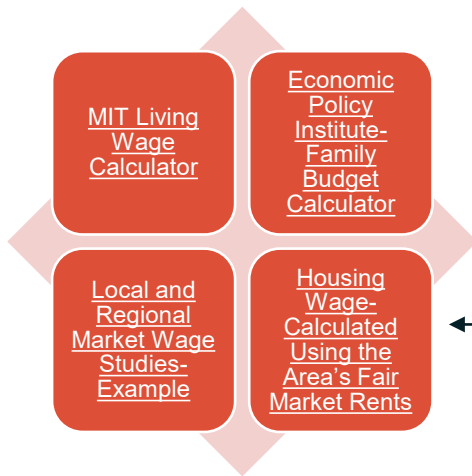


Considerations of Living Wage Approaches

Local and regional wage studies are a point in time and do not account for increases over time.



Considerations of Living Wage Approaches

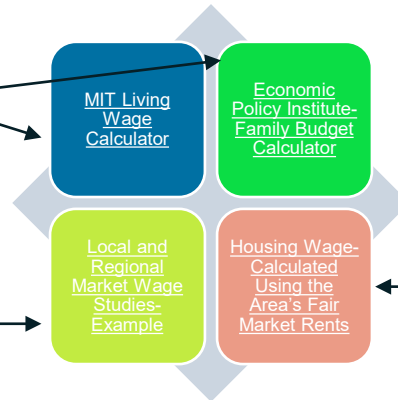


← The "Housing Wage" calculation approach is well understood in the homelessness response system and is attached to FMRs that are updated annually.

Considerations of Living Wage Approaches

The two “calculators” are specific to family size and structure.

Local and regional wage studies are a point in time and do not account for increases over time.



The "Housing Wage" calculation approach is well understood in the homelessness response system and is attached to FMRs that are updated annually.

Local Calculation: One-Bedroom “Housing Wage”

\$1776 (One Bedroom FMR)

X 3

X 12

= \$63,396

round up to **\$64,000**

Advantages: One-Bedroom “Housing Wage”

- Using this approach, a living wage floor of **\$64,000** for all homelessness system front line staff would better support employees to meet their basic needs.
- Incorporate increases above the floor based on seniority and supervisory responsibilities.
- Provides an effective way to regularly update the wage floor to align with changes in cost of living.
- Based on the data, the increased wages should not be associated with increased caseloads, to avoid employee burn-out and turnover.

Additional Factor to Consider: Benefits

- A complete compensation package also includes valuable benefits.
- Adjustments to salaries can change staff qualifications for public benefits: The “Benefits Cliff.”

These benefits were highlighted in interviews as supportive of employees’ well-being:

- Mental Health Support
- Vacation Coverage
- Emergency Assistance
- Childcare Assistance
- Affordable Health Insurance for Dependents

Questions?

National Scan

Employee Recruitment and Retention
Challenges and Bright Spots

National Scan Process

- Reviewed information from **national studies and reports**
- Sent requests for “**bright spots**” **interviews** in compensation and employee retention to Continuum of Care providers across the country
 - Homebase conducted interviews with providers that were recommended and those that responded.
 - Interview questions centered around compensation, retention, and equity.
- Gathered additional information from providers at two **national conferences** through conversations and activities

National Research

National Homeless
Services Workforce
Study (2024)

NAEH - Working in
Homeless Services: A
Survey of the Field
(2023)

Turner Center -
Stretched to Capacity:
The Challenges Facing
California's
Homelessness Service
Providers (2024)

King County Wage
Equity Efforts and
Results to Date (2023)

National Research

National Homeless Services Workforce Study (2024)

- Roughly 40% of 1315 respondents from across the country said that one of their major sources of stress was **low pay or unfair compensation.**
- 22% of the respondents reported **actively looking for another job.**

National Research

NAEH - Working in
Homeless Services:
A Survey of the
Field (2023)

- Three out of every four workers indicated that their organizations were **understaffed**, not having enough employees to meet important goals such as serving every person in need of help.

National Research

Turner Center -
Stretched to Capacity:
The Challenges Facing
California's
Homelessness Service
Providers (2024)

- Pay was the **most commonly identified challenge for retaining staff**, selected by 72% of survey respondents.
- Interviewees from both nonprofit providers and local governments said that higher pay and more opportunities for advancement within local governments contributed to a **“brain drain”** among provider staff.

National Research

City of Seattle Wage Equity Efforts (2023)

- **City Council passed a resolution committing to wage equity for non-profit human services workers.**
- Notable Commitments:
 - Collaborating with private and public funders
 - Consider recommendations to increase the total amount of HSD-administered contracts by seven percent by 2025 and consider additional increases in 2026 and beyond; and
 - Requesting a plan from HSD on how the department would incorporate wage equity into their review of Request for Proposal responses and their contracting process.
- Impact: TBD

Example – Seattle Downtown Emergency Service Center (DESC)



- Turnover at DESC had ranged from 36%-38% from 2018-2022 while salaries did not keep up with cost of living.
- DESC set a goal that all workers would earn a housing wage based on FMR.
- **From 2022 to 2023 wages at DESC increased 48% to a floor of \$29.58/hr.**
 - Turnover reduced from 36% to 24%.
 - Vacancies dropped from 27% to 17.9%



How did DESC do it?

- Advocacy together with Labor Unions
- Policy advocacy for COLA contracting at City level
- Local taxes for homelessness
- Coalition building among partner providers
- DESC leaders asking funders to add more money or take service cuts. Commitment not to lower wages.

National Interviews - Summary

- From the national studies, it is clear that a **living wage is a critical need**, and staff in the homeless services workforce are underpaid across the country.
- **Seattle King County**, is one of the only regions taking early action to correct the issue, and they have early results to learn from.
- In the national interview process, examples of provider-by-provider success were found, so called “**Bright Spots**” and we also learned of **potential challenges**.



National Interviews – Bright Spots

- Providers often **braid multiple funding sources** to support a sustainable living wage.
- Some providers have taken a financial “**leap of faith**” to invest in salaries and negotiate contracts that support the higher wages.
 - When funding isn’t reliable, providers have created a **bonus structure** with flexible funds.
- Providers carefully consider **quality of life benefits** to support retention: generous PTO, generous health insurance benefits, flexibility in schedules, mental health support (vicarious trauma, grief, etc.), and caseload/workload considerations.

Example – Large provider in California, Operating in Multiple Counties



- Raised wages for entry level staff from \$24/hour to **\$30/hour** (\$62,400/year).
- The provider told funders they could **adjust compensation or lower FTEs**.
- This took **millions of dollars of investment from the provider**. They are still waiting on contracts to catch up.



National Interviews – Challenges

- When cash flow isn't predictable, particularly with reimbursement contracts that pay out slowly, **some providers have elected to walk away from contracts and limit services.**
- Providers who leapt to raise wages before contract negotiations were final and did not get the funding increases had to make tough choices:
 - Some providers **increased caseloads** resulting in further employee burnout and turnover.
 - For others, **layoffs** became necessary.
 - This was especially difficult for employees who **lost public benefits** when their wages were raised.
- **No community that we talked to had yet brought providers to a living wage at a regional level. All of the wage decisions and discussions began at the provider level.**

Local Example – Oregon Service Provider

- One provider in the tri-county area made large raises for staff in 2021.
- However, they were unable to secure new funding to sustain the raises. The provider faced large deficits.
- In 2024 the employer had to make hard choices between **cuts to wages and benefits** or **layoffs**.
 - Leadership included those potentially impacted into the decision-making process by surveying staff.

- Individual providers have often taken a “**leap of faith**” to invest in employee compensation and employee well-being.
 - When it works, providers have been able to sustain paying a living wage for their areas, limit employee workloads, commit to equity, and invest in quality-of-life benefits that have achieved long-term employee retention.
 - Without increased funding and reliable cashflow, employee turnover and layoffs have resulted.
 - When cashflow and contract issues unresolved, providers have chosen to walk away from funding sources and limit services.
- While issues with compensation are wide-spread nationally, there is **not yet a template for how to do this work sustainably at a regional level.**

Key Takeaways from the National Scan

Questions?

Local Scan

Employee Recruitment and Retention
Exploring Local Efforts to Date

Local Scan Process

- Reviewed **written documents and reports** from the tri-county area.
- Interviewed TCPB and non-TCPB **service providers**.
- Presented preliminary findings and gathered feedback from two **provider work-group sessions**.
- Interviewed **County representatives** individually from Multnomah, Washington, and Clackamas Counties.
- Presented preliminary recommendations and gathered feedback from all three counties as part of **JLT workgroup sessions**.
- **Interviewed community providers, counties, and thought leaders.**

Local Resources & Reports

JOHS - Classification,
Compensation, and
Benefits Study

Multnomah County - Draft
Homelessness Response
Action Plan (HRAP) and
Service Provider
Recommendations Memo

NAO - Suggested Solutions
to Improve State Grants &
Contracts with Nonprofits

Counties Annual SHS
Report FY 22/23 – Wage
Survey

Local Resources & Reports

JOHS - Classification, Compensation, and Benefits Study

- Fewer than one-third (31%) of employees felt their compensation allowed them to **take care of their basic needs**.
- Employees cited **increased pay** as both the number one reason to leave (78.08%) and number one reason to stay (85.96%) in their current provider.
- Fifty-two percent of employees cited **increased transparency** in salary structure as the number one effort they'd like to see to advance DEI.

Local Resources & Reports

Multnomah County -
Draft Homelessness
Response Action
Plan (HRAP)

- **Evaluate funding contracts** specifically to increase wages and training.
- Establish a **workgroup** with labor, employers and community partners who have training and recruitment investments to evaluate changes to wages, benefits, and training to recruit and retain workers.

Local Resources & Reports

Multnomah County - Draft
Homelessness Response
Action Plan (HRAP) - Service
Provider Recommendations
Memo

- Providers: We have adequate data to demonstrate a clear disconnect between the current compensation rates and the true costs of service provision. No further studies are needed.
- Actions:
 - Baseline compensation model
 - Revision of all contracting process
 - Replace cost-reimbursement with contracts invoiced at 1/12 monthly

Local Resources & Reports

NAO - Suggested
Solutions to Improve
State Grants &
Contracts with
Nonprofits

- Solution 1: Adopt a **living wage standard** for nonprofit jobs paid through government contracts and grants.
- Also makes recommendations around:
 - Sufficient Administrative Rate
 - Timely Payments
 - Payment Processes
 - Advance Payments/Bridge Funding
 - Multi-Year Contracts
 - Technical Assistance

Local Resources & Reports

Counties Annual
SHS Report FY
22/23 – Wage
Survey

- SHS annual reporting metrics include:
 - Gather data from providers on rates of pay and distribution from lowest to highest paid staff
 - Summarize strategies to address workforce and wage equity issues
- No county salary averages in 2022-2023 reports met the \$64,000 one-bedroom housing wage



Local Interviews – Emerging Strategies

- Some providers used **reserve funds and other resources** to raise wages and successfully renegotiate contracts.
- Some providers carefully budgeted wages to ensure that there was a focus on front-line salaries and **lower executive salaries**.
- Counties worked to support providers by **piloting new contract models and providing capacity building funds**.

Local Interviews – Emerging Strategies



- Counties have piloted the following ideas already at a limited scale and have early learnings to build upon:
 - Partial advances on contract awards
 - Alternative contracting models
 - 2-3% COLA adjustments (with room for negotiation up to 5%)
 - Option for temporary increase in staffing rates
 - Alternative approaches to calculating indirect cost rates
 - Intentional discussion about wages during negotiation period (e.g., offering more, bonuses, additional employee benefits)

Local Interviews – Emerging Strategies

- **Caveats:**

- The pilots have so far not been given uniformly across contracts, access has been either based on funding type or other reasons
- Organizations with newer contracts, special funding types, or more negotiation power are able to access the pilots, and are at an advantage
- Transparency in the process of what is available and how to access it is an equity concern for providers



Example – Local Provider

- One provider raised wages in alignment with MBL standards on July 1, 2023.
 - Everyone received a \$6/hour raise.
- This has already made a positive difference in retention.
 - The provider went from losing 6-8 people in one quarter to 1 person after the raise.
 - 8 to 12 people who were interviewing at other places chose to stay after raise.
- This was accompanied by a bonus structure, retirement, 6% match to 403b, and fully-funded healthcare.

Local Interviews – Emerging Strategies



- **Caveats:**
 - Achievements such as the one cited are only possible with new/revised funding commitments.
 - Without new funding, this provider would not have been able to accomplish the same level of wages to get the retention results.
 - Providers cannot make these changes alone, and the market forces have not naturally kept wages at a living wage amount.
 - A systemic approach is needed.

Local Interviews - Challenges



Cash Flow Concerns

- Contract Payment Structures

Wage Parity and Compression

Caseloads and Employee Workloads

Cash Flow Concerns

Increasing staff wages takes financial flexibility and reserves. Providers report that the cash flow challenges makes it difficult for them to take financial risks.

- Provider: Grants are on a cost reimbursement model, large payments are often held up for even small errors. One provider reported reimbursement delays totaling \$200,000 - \$600,000 for the housing program alone. Many stated it would be difficult offering higher salaries without solving this issue.
- Counties: Have begun to pilot different policies with mixed success. For example, in one county, in cases where cash advances were given, issues around repayment occurred.

Contract Payment Structure

Cost-reimbursement models for payment were cited by local providers as a key barrier to healthy cashflow.

- Provider: Providers would rather see funders focused on the outcome they are looking for rather than specific budget line items. By using case-rate or outcome-based payment models, funders can demonstrate their trust in providers to make appropriate detailed budget decisions on their own.
- Counties: For Counties, contract reform is a complex topic. All three counties contract differently and with varied funding sources that come with differing regulations. Some have tried alternative models with mixed results. Challenges with invoice processing are not uniform and Counties bear significant risk.

Wage Parity and Compression

Higher wages need to be rolled out equitably. Wage parity is needed so similar work earns similar wages, across grant types, departments, and providers. Wage compression is a concern if supervisors are not making a reasonable amount more than their staff.

- Provider: In one provider experience, after a wage increase for front line staff, some workers were working overtime and ended up making more than their supervisors.
- Provider: Several providers reported service staff leaving established housing programs to County positions, other non-housing services, or Metro grant funded programs which paid better.
- Provider: With new money and technical assistance, providers are confident they can address these concerns at a provider-scale.

Caseloads and Employee Workloads

Wages and caseloads both must be reasonable to completely support employee recruitment and retention.

- Provider: Providers state that a mandate of increasing wages without increasing the overall funding could lead to increased caseloads and issues of employee over-work and burn-out.
- Counties: There is a need to develop shared understanding of appropriate cost-per-household in different types of service delivery, balancing quantity and quality. This may include providers, funders, and the public.

- While both providers and counties have been able to make advances toward a living wage for direct service staff, this has been on a small-scale **contract-by-contract basis**.
- To achieve a sustainable living wage at the regional level, challenges like **cashflow, wage parity, and compression** must be addressed.
- Providers are ready to **act**. Counties are committed to moving intentionally to make practical changes in our region. There is an opportunity to meet both needs by developing a phased implementation plan.

Key Takeaways from Local Scan

Questions?

Summary

Employee Recruitment and Retention
June 2024 Progress Report

Overall Key Takeaways

- **Low wages** are a national challenge linked to poor recruitment and retention.
 - Preliminary evidence shows raising wages increases recruitment and retention.
- Both locally and nationally, providers have used similar methods to **raise wages on an individual provider scale**, which may be replicable on a regional scale in some cases.

Overall Key Takeaways

- **Provider techniques** in raising wages have included:
 - Braiding funding for sustainability
 - Updated contracting models
 - Negotiation of new policy with unions and coalitions
 - Sometimes, lowering FTEs
- Yet, success on the provider-level alone has **drawbacks**
 - Providers have varied levels of influence and bargaining power, likely resulting in systemic inequities
 - Uneven wages across contracts or providers draff staff and can drive turnover
 - Providers do not control regional funding allocations, which could have greater impact

Overall Key Takeaways

- Nationally, there is **not yet a template for how to do this work sustainably at a regional level.**
- Locally, **Counties are already trying varied techniques** whose early learnings can be shared for determining potential regional standards.
- To reach a living wage at scale takes a **regional approach.** Systemic changes to address local challenges of: cashflow, wage compression, parity, and caseload expectations.

Questions?

Next Steps

- Progress Update part 2 – July
 - Homebase findings continued – spotlight on County work and emerging strategies
 - Metro – complementary regional efforts
 - Discussion/feedback
- Develop implementation plan

METRO SUPPORTIVE HOUSING SERVICES TRI-COUNTY PLANNING BODY

Monthly progress report | June 2024

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	Metro and county staff developed a Regional Implementation Plan to advance the Regional Landlord Recruitment goal. The Tri-County Planning Body (TCPB) voted to approve the Plan at their March meeting. The Supportive Housing Services Oversight Committee gave final approval for the Plan during their April meeting. Staff from Metro and the Counties have formed a workgroup to coordinate implementation of the Plan.
Coordinated Entry	Counties and Metro presented an update on coordinated entry goal progress to TCPB, outlining the 4 emerging alignment opportunities for which there is regional consensus: share data, align assessment questions, advance equity via prioritization, and standardize case conferencing. Work is underway to finalize definitions and scopes of alignment opportunities and begin drafting an implementation plan for regional CE alignment during monthly Coordinated Entry Regional Alignment Workgroup (CERAW) meetings. Lived experience leaders have been identified who will recruit for and facilitate focus groups of people with lived experience.
Healthcare system alignment	A regional workgroup meeting continues monthly with Health Share, Counties, and Metro. The data sharing workgroup continues to meet, building consensus and regional data use cases. Work sessions with providers, people with lived experience, and other key stakeholders will be convened in the coming months. We are finalizing analysis of the current landscape of health/housing initiatives and will continue to work with partners to identify areas of collaboration across systems.

Training + Technical Assistance

In total, 70 consultants, businesses and community based organizations applied to the Metro, Tri-County Request for Qualifications (RFQu) for capacity building. We appreciate the community partners, including nonprofit leaders and jurisdictional staff who helped us score the RFQu. We're in the final stages of compiling scores and hope to have those posted soon.

At the request of the counties, Metro is convening a cross-jurisdictional work group with all three counties to formally develop the TCPB recommendations and implementation plan around technical assistance and training with more to come soon.

We are successfully completing the hiring processes to build out the Regional Capacity Team and should have the new members (two program managers, one focused on training and the other on technical assistance and an additional program coordinator) fully on board by mid-July.

Employee Recruitment and Retention

We will present part 1 of the progress update on this goal to TCPB on June 12. At the June meeting, Homebase will present their research findings, including a national and local scan. For part 2 in July, Homebase and the Counties will do a deeper dive on current and potential strategies, along with Metro discussing potential regional strategies. These preliminary concepts will be refined in the coming months for the Implementation Plan.

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

EXISTING REGIONAL PROGRAMS AND COORDINATION EFFORTS

People housed through the RLRA program as of December 31, 2023: 3,697



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.

TRI-COUNTY PLANNING BODY GOAL AND RECOMMENDATION LANGUAGE

May 10th, 2023

COORDINATED ENTRY

- Goal:** Coordinated Entry is more accessible, equitable and efficient for staff and clients.
- Recommendations:** Map the unique challenges and successes of each of the three Coordinated Entry Systems.
- Assess opportunities to create connectivity among the three Coordinated Entry Systems to improve equitable access and work towards regionalizing some tools within Coordinated Entry.
- Explore opportunities for co-enrollment with other systems.

REGIONAL LANDLORD RECRUITMENT

- Goal:** Increase the availability of readily accessible and appropriate housing units for service providers.
- Recommendations:** Contract with a qualified consultant to identify areas where regionalization can support existing and future county efforts and submit recommendations.
- Develop a regional communications campaign to recruit new landlords, including specific outreach and engagement to culturally specific media and BIPOC community groups.

HEALTHCARE SYSTEM ALIGNMENT

- Goal:** Greater alignment and long-term partnerships with healthcare systems that meaningfully benefit people experiencing homelessness and the systems that serve them.
- Recommendations:** Metro staff convenes and coordinates with counties and key healthcare systems stakeholders to identify opportunities that integrate the Medicaid waiver with the Supportive Housing Services initiative. Bring draft proposal with next steps and timeline to committee within 6 months.

TRAINING

- Goal:** Service providers have access to the knowledge and skills required to operate at a high level of program functionality; the need of culturally specific providers will be prioritized through all program design.

Recommendation: Counties and Metro coordinate and support regional training that meets the diverse needs of individual direct service staff, with sensitivity to the needs of BIPOC agencies.

TECHNICAL ASSISTANCE

Goal: Organizations have access to the technical assistance required to operate at a high level of organization functionality; the need of culturally specific providers will be prioritized through all program design.

Recommendation: Counties and Metro coordinate and support regional technical assistance and investments in capacity building especially among culturally specific providers.

EMPLOYEE RECRUITMENT AND RETENTION

Goal: County contracts for SHS funded agencies and providers will establish standards throughout the region to achieve livable wages for direct service staff.

Recommendations: Map current wage and benefit conditions.

Draft a housing-worker wage framework that provides guidance to Counties and SHS-funded agencies and providers and includes contracting evaluation and alignment.

Consider ways to allow for differential pay for lived experience, bilingual employees, and culturally specific organizations.

Consider ways to address challenges faced by organizations with multiple funding streams.

Assess reasonable scale of outcomes and case load as it relates to compensation.

Within each Supportive Housing Services (SHS)-funded agency, monitor the distribution of pay from lowest to highest paid staff to ensure improvements in pay equity.



Supportive Housing Services Oversight Committee Meeting Summary

Meeting: Supportive Housing Services (SHS) Oversight Committee Meeting
Date: April 22, 2024
Time: 9:30 a.m. to 12:00 p.m.
Place: Virtual meeting (Zoom)
Purpose: Multnomah County Corrective Action Plan (CAP) update through February; presentation and discussion on the tri-county planning body (TCPB) regional landlord recruitment and retention implementation plan; discussion on county work plans for fiscal year 2024-25; and presentation on the Metro fiscal year 2024-25 proposed budget.

Member attendees

Mitch Chilcott (he/him), Co-chair Susan Emmons (she/her), Cara Hash (she/her), Carter MacNichol (he/him), Felicita Montebianco (she/her), Peter Rosenblatt (he/him), Mike Savara (he/him), Co-Chair Dr. Mandrill Taylor (he/him) Dan Fowler (he/him), Jenny Lee (she/her)

Absent members

Jim Bane (he/him), Jeremiah Rigsby (he/him), Margarita Solis Ruiz (she/her), Becky Wilkinson (she/her)

Elected delegates

Metro Councilor Christine Lewis (she/her), Multnomah County Chair 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

Yesenia Delgado (she/her), Liam Frost (he/him), Breanna Hudson (she/her), Chris Pence (he/him), Yvette Perez-Chavez (she/her), Patricia Rojas (she/her), Andy Shaw (he/him)

Kearns & West Facilitator

Ben Duncan (he/him)

Welcome and Introductions

Co-chairs Dr. Mandrill Taylor and Susan Emmons provided welcoming remarks.

Ben Duncan, Kearns & West, facilitated introductions and reviewed the meeting agenda.

Andy Shaw, Metro, introduced himself and shared that the Stakeholder Advisory Table that Metro is convening had its fourth meeting. He reflected Metro is hearing the desire that the region continue to prioritize identified populations and explore expandable uses of SHS funds, including affordable housing creation. He noted that the Table is looking at multiple scenarios, and recognized that there are tradeoffs in every decision.



Supportive Housing Services Oversight Committee Meeting Summary

Peter Rosenblatt noted that this work is perceived as only one option to move SHS dollars from services into housing and that providers aren't aware Metro is looking at multiple scenarios.

Andy Shaw, Metro, recognized this tension and reaffirmed they are considering tradeoffs.

Carter MacNichol asked what the Committee's role is in this work, if they will get to weigh in on the recommendation to Metro's Chief Operating Officer (COO) at the Committee's May meeting, and if the timing of the work aligns with the November ballot.

Patricia Rojas, Metro, confirmed that the COO will engage with the Committee, likely in May. She committed to following up with the exact day and time.

Andy Shaw, Metro, replied they are working at a pace so that there could be the option of putting something on the November ballot.

Dan Fowler voiced caution around misinformation and ways to speak about the work to not feed into misinformation.

Co-chair Mandrill Taylor noted that the Committee's core responsibility is to ensure funds meet their intended purpose based on the SHS measure.

Conflict of Interest Declaration

Dan Fowler declared he is Chair of the Homeless Solutions Coalition of Clackamas County which receives SHS funding.

Peter Rosenblatt declared that he works at Northwest Housing Alternatives which receives SHS funding.

Carter MacNichol declared that he is on the Board of Transition Projects which receives SHS funding.

Public Comment

No public comment was received.

Update: Multnomah County Corrective Action Plan (CAP)

Yesenia Delgado, Metro, shared that the CAP amendment was submitted and is awaiting approval from Metro's COO. She noted there would be some tweaks to monthly CAP reports.

Peter Rosenblatt shared his concern about items eight through ten. He noted that ten describes what the amendment would be, and asked what the proposed amendments are for eight and nine.

Yesenia Delgado, Metro, replied that item eight is due to invoicing delays from providers and Multnomah County anticipates spending those funds by the end of the year.

Daniel Field, Multnomah County, replied that item nine is a clean start as they experienced delays with their current provider and wouldn't be able to hit the spending goal. He noted that the amendment would reallocate the funds so they can meet their spending goals and the purpose of the item would stay the same.

Carter MacNichol asked what their plan is for shelter capital projects.

Daniel Field, Multnomah County, replied they are purchasing a former hotel and additional capital for pod villages later this year with Central City Concern.

Supportive Housing Services Oversight Committee Meeting Summary

Presentation and Discussion: Tri-County Planning Body (TCPB) Regional Landlord Recruitment and Retention Implementation Plan

Presentation and Discussion

Yesenia Delgado, Metro, provided an overview of the workflow between the TCPB and the Committee. She noted that there would be a vote at the end of this presentation, but it is okay if the Committee needs more time and information before they vote.

Liam Frost, Metro, presented an overview of the TCPB process to develop their plan. He shared that Metro consulted with Focus Strategies to develop recommendations on landlord recruitment.

TCPB Co-chair Eboni Brown introduced herself and presented an overview of landlord recruitment challenges and goals in the region, highlighting that the result of this work would allow counties to easily access landlords and units available for housing, rather than putting the burden on participants.

Breanna Flores, Multnomah County; Nicole Stingh, Washington County; Vahid Brown, Clackamas County; and Chris Pence, Metro introduced themselves and detailed the five strategies and the budget that make up the goal. The strategies are 1) communication and education plan, 2) align financial incentives, 3) tracking and access to unit inventory, 4) prioritize quality problem-solving services, and 5) investigate needs for property management. These strategies and existing work already underway are estimated to cost \$8,060,000.

Peter Rosenblatt shared that he was disappointed strategies three and four were county-specific and hoped that pilot projects would be smaller cross-county coordination. He asked how units could be prioritized for housing vouchers with fair housing laws.

Chris Pence, Metro, replied that he contacted the Fair Housing Council of Oregon and it said it is a gray area, but it is okay to have off-market units only available for the program.

Liam Frost, Metro, replied that the TCPB's work is regional, but those two strategies are cases to explore whether there is an opportunity for broader adoption.

TCPB Co-chair Eboni Brown replied that it's not that landlords are discriminating against the vouchers, but it's the lack of rental history and possible convictions that impact participants.

Felicita Monteblanco stated that the presentation was helpful but the packet was confusing. She asked if the Committee would receive quarterly updates on how this work is going, and if there is a point when regional money would stop going to counties.

Liam Frost, Metro, replied that the counties will report quarterly to the TCPB and staff are determining the most efficient ways to give the Committee updates. He stated that the Regional Investment Fund (RIF) is an accelerant and a one-time-only fund to see if something will work.

Co-chair Dr. Mandrill Taylor stated that having statistics on stigmatization and unit vacancy rates in the Plan would be helpful. He asked what the relationship between Housing Connector and the third strategy is.

Breanna Flores, Multnomah County, responded that Multnomah County has an existing contract with Housing Connector that would be extended to support implementation.

TCPB Co-chair Eboni Brown added that Housing Connector has information on vacancy rates and other data.

Supportive Housing Services Oversight Committee Meeting Summary

Co-chair Susan Emmons reflected that case managers need to be hands-on and apply to housing with participants. She shared a story about a building where the property management company declined every application for Permanent Supportive Housing, which went through the appeals process. She reflected that the language in the proposal seemed dated and asked if other uses were considered.

Chris Pence, Metro, replied that part of goal one will have counties hosting trainings for providers to support case managers.

Dan Fowler stated that the intended audience seems to be landlords and asked if there could be a public education source for users and tenants and how much of this work would trickle down to potential tenants to access.

TCPB Co-chair Eboni Brown replied that providers have used sources with participants to preemptively navigate barriers before meeting with property management.

Vahid Brown, Clackamas County, replied that this goal area has been focused on recruiting landlords, and what Dan is asking falls elsewhere. He shared that Technical Assistance and Training is another goal area.

Carter MacNichol asked if the \$8 million proposed is for the next fiscal year, how much is in the fund, how big is the landlord gap, and if it can be filled.

Liam Frost, Metro, replied that there is \$40 million in the fund.

Vahid Brown, Clackamas County, noted that \$6 million of the \$8 million is already existing as part of the Risk Mitigation Fund. He shared that unit availability varies between counties and that the issues are more salient than net availability, namely application barriers.

Carter MacNichol stated that information should be included in the proposal.

Breanna Flores, Multnomah County, added that contracting with Housing Connector serves as a platform to identify vacancy rates and identify any disparities within a county.

Carter MacNichol appreciated the acknowledgment of the property management problem and stated that property managers also need recruitment and education.

Liam Forst, Metro, stated that Focus Strategies met with MultiFamily Northwest as part of scoping the recommendations and that there are small efforts for mission-driven nonprofits. He reiterated that RIF funding is not intended to be spent directly on services but for system improvements.

Co-chair Susan Emmons clarified that in her earlier story, all application denials were overturned. She stated she is glad that there is the training and technical assistance goal, and reiterated that the landlord proposal would be strengthened by including property management companies and fair housing.

Dan Fowler stated that it seems like there is a need for accurate information on units and barriers that tenants need to overcome. He suggested that when a company receives Metro funding there is a requirement that they must participate in the system.

Vahid Brown, Clackamas County, responded that there are public funding requirements, but they aren't uniform across funding sources.

Supportive Housing Services Oversight Committee Meeting Summary

Vahid Brown, Clackamas County, stated that including property management companies is an important insight and that he considers property managers as included under the language of 'landlord' as used in the proposal.

Ben Duncan, Kearns & West Facilitator, stated that the proposal could go back to the TCPB for potential improvements.

Mike Savara reflected that the goal seems to be more than just the number of units acquired, but also addressing barriers. He noted it would be helpful in the future to get more information or time to review materials. He liked that the centralized approach doesn't take away from an organization to develop a relationship with landlords directly.

Mitch Chilcott asked if it would be possible for Metro or another entity to own units and be the property manager.

Cara Hash and Jenny Lee had no additional comments.

Decision-making to approve the Regional Landlord Recruitment and Retention Implementation Plan

Co-chair Susan Emmons stated that she cannot support the plan in its current format and that the goal is unclear.

Dan Fowler asked if there is a time constraint on the Committee's approval and if there is a way to have the TCPB look at their questions and make minor adjustments to language.

Ben Duncan, Kearns & West Facilitator replied that if the Committee feels comfortable moving forward, they can approve or they can send it back to the TCPB.

Daniel Field, Multnomah County, stated that Multnomah County has been listening to the discussion and pledged to work in the direction discussed. He added that there is a sense of urgency to move forward because if it is sent back to the TCPB, the process for it to come back will be slow.

Carter MacNichol asked if the Committee could approve if an introductory purpose and objectives language is added. He shared that he is comfortable with the details and strategies.

Ben Duncan, Kearns & West Facilitator replied that the Committee has the authority to approve with a caveat, but they can't edit the plan directly as it's the TCPB's work and because Eboni Brown had to leave there was no longer TCPB representation.

Patrica Rojas, Metro, reflected that this is the beginning of the conversation and not the end, and they can approve with a caveat.

Peter Rosenblatt motioned to approve the TCPB Landlord Recruitment and Retention Implementation Plan (Plan) as is without amendment.

Mike Savara amended the motion to approve the Plan with the caveat that the TCPB will develop specific goals and outcome metrics.

Dan Fowler amended the motion to approve the Plan with Mike's amendment and that the co-chairs of the TCPB and Committee work together to develop a purpose statement.

Liam Frost, Metro, asked if the metrics needed to be refined as each strategy had associated metrics.

Supportive Housing Services Oversight Committee Meeting Summary

Mike Savara replied that the strategies are good and clarified that the task is to define what outcome and metrics the TCPB is trying to achieve in aggregate. He reflected that the strategies name different things, and the bow needs to be tied together into one overarching outcome and metrics.

Liam Frost, Metro, recalled there was consideration on how to make systems more efficient to address obstacles and place folks immediately in housing.

Co-chair Dr. Mandrill Taylor stated he supports the amendments and reflected that it is about addressing how these outcome measures translate to overall output.

Ben Duncan, Kearns & West Facilitator asked for the Committee to vote to approve the Plan with the caveats that the TCPB will develop specific goals and outcome metrics and work with the SHS Oversight Committee Co-chairs to develop a purpose statement.

Thumbs up: 8 | Thumbs sideways: 2

Presentation and discussion: FY25 county work plans

Due to time constraints, this topic was moved to the May meeting.

Presentation: FY25 Metro proposed budget

Yesenia Delgado, Metro, presented an overview of the regional approach to housing and homelessness, an overview of Metro's housing department areas and staff, and highlighted the SHS work plan.

Rachael Lembo, Metro presented an overview of the SHS Budget for FY 2024-2025.

Felicita Montebalanco asked if the five staff that work on the Affordable Housing Bond are only funded by the Bond.

Rachael Lembo, Metro, replied that the Bond pays for those staff in full and pays for a portion of time for leadership akin to the percentage of time they spend on that work.

Co-chair Susan Emmons asked if the Committee could receive the annual report template on Population A and B next month.

Yesenia Delgado, Metro, replied that the template is close to finished and could be presented for the May meeting.

Peter Rosenblatt noted that unstable funding sometimes gets presented in a negative light and can affect how jurisdictions plan and spend funds. He suggested using another word instead of volatile or providing talking points so that everyone can share the same message.

Rachael Lembo, Metro, responded that income tax is volatile and there was a ramp-up period for the program. She shared that carry-over funds are an opportunity to invest in one-time things.

Carter MacNichol noted that there are \$300 million of contingency funds and stated that it would be helpful to see these budget numbers compared to last year's budget and the actuals.

Next Steps

Ben Duncan, Kearns & West Facilitator, adjourned the meeting and shared the next steps.

The next steps are:



Supportive Housing Services Oversight Committee Meeting Summary

- Metro COO to engage with the Committee regarding future funding considerations, such as expanding SHS uses.
 - Metro staff to confirm the date and time.
- TCPB to update the Regional Landlord Recruitment and Retention Implementation Plan to include specific goals and outcome metrics and work with the SHS Oversight Committee Co-chairs to develop a purpose statement.
- Metro staff to share the Population A and B Reporting Template.

Adjourn

Adjourned at 12:00 pm.



Our Mission:
To coordinate a regional workforce system that supports individual prosperity and business competitiveness.

Executive Board
James Paulson
Chair
Owner
JMPDX LLC

Travis Stovall
Vice-Chair
Executive Director
eRep

Lori Stegmann
Multnomah County
Commissioner

Roy Rogers
Washington County
Commissioner

Carmen Rubio
City of Portland
Commissioner

David Fortney
Workforce Development
Planner/Manager
PGE

Caryn Lilley
Controller/HR Director
KGW Media Group

Paul Brown
President
Cinder

Josh Hall
State Labor Liaison
Oregon AFL-CIO

June 8, 2024

Supportive Housing Services, Tri-County Planning Body
Metro Regional Center
600 NE Grand Avenue
Portland, OR 97232

Proposed Demonstration Project: "FlexPDX" Regional Labor Market

As organizations dedicated to serving our community's most vulnerable residents, we recognize an urgent need to address workforce challenges that hinder our ability to provide vital services to our unhoused neighbors.

In addition, we share a common goal of empowering individuals at risk of homelessness or currently experiencing homelessness to enter the labor market and achieve self-sufficiency. Many of these individuals, however, are not currently ready to pursue traditional employment and need alternatives to effectively enter the labor market.

In seeking solutions to these challenges, we want to call your attention to the FlexPDX program at Worksystems, the Portland Metro Workforce Development Board (www.flexpdx.org). We recognize the value of a coordinated regional approach to addressing employment needs and building pathways to connect unhoused and housing insecure residents to employment opportunities and encourage Metro to help enable a broad launch of the program.

The non-profit labor market platform used for FlexPDX allows any work-seeker to input hours they are available for work - today, tomorrow, or weeks ahead. It captures the unique value and potential of each person with verified credentials (digital badges) and allows any approved local organization to access work-seekers with the skills and experience needed to successfully perform the required work.

Rather than each organization establishing badges in isolation, we believe a regional eco-system based on core shared badges ("Trauma-Informed Care Certified" for example) alongside each organization's own additional badges would maximize utility, allow us to build competency-based pathways and improve outcomes for individuals and the community. We are committed to working together to develop agreed upon competencies to meet people where they are and create shared pathways to help individuals advance when they are ready.

Benefits of this approach include growing the formal workforce to include people needing flexibility, making non-standard work an option for anyone seeking an immediate safety net to avoid homelessness or while building a path to self-reliance. Nonstandard work is not the end game. Rather, it is an essential step to allow people to access work when and how they need it, and for the region to build on the experiences and advance people when they're ready.

We see talent, lived experience, and possibilities for new services that should be surfaced outside of traditional employment models. We are ready to play our part to grow this collaborative approach.

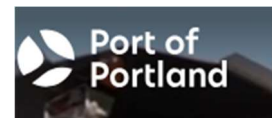
Regards,



Andrew McGough
Executive Director

Co-signing organizations:

- All Good Northwest** : Andy Goebel, Executive Director
- Central City Concern**: Juliana Lukasik, Sr. Director of Public Affairs
- Cultivate Initiatives**: Caleb Coder, Founder
- Greater Good Northwest** : Tara Benavente, Board Member
- Here Together**: Angela Martin, Director
- New Narrative Inc.:** Julie Ibrahim, CEO
- Port of Portland** : Sheree Temple, Intergovernmental Issues Manager
- Portland Metro Chamber of Commerce**: Jon Isaacs, Executive Vice President of Public Affairs
- Shelter Portland**: Keith Wilson, Founder
- Technology Association of Oregon**: Skip Newberry, President & CEO
- Transition Projects Inc**: Tony Bernal, CEO
- Trash for Peace**: Laura Kutner, Founder & Executive Director



The following materials were received
during the meeting.

Zoom chat record

01:26:48 Zoila Coppiano: Congratulations Melia ðŸ’

01:32:57 Vahid Brown (he/him): <https://www.youtube.com/watch?v=iU5qUMpE78Q&t=2s>

01:34:23 Cristina, she/her, Housing Oregon:FYI for all, Housing Oregon Conference registration is open.
<https://housingoregon.org/conference/>

01:34:44 Metro Housing Department: Thank you, both. We can include this information in our follow-up email as well.

02:39:04 Zoila Coppiano: ðŸ€^

02:39:06 Vahid Brown (he/him): thanks all, have a good night

02:39:10 Metro Housing Department: Thank you, everyone, for joining