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# Agenda



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Meeting: Supportive Housing Services Oversight Committee Meeting  
Date: August 26, 2024  
Time: 9:30 a.m. to 12:00 p.m.  
Place: Virtual meeting ([Zoom link](#))  
Purpose: Metro tax collection and disbursement update; tri-county planning body coordinated entry progress report; and FY24 Q4 presentations and discussion.

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9:30 a.m. Welcome and introductions  
9:45 a.m. Conflict of Interest declaration  
9:50 a.m. Public comment  
10:00 a.m. Update: Metro tax collection and disbursement  
10:15 a.m. Presentation: Tri-county planning body coordinated entry progress report  
10:50 a.m. Break  
10:55 a.m. Presentation and discussion: County fiscal year 2023-24 Q4 reports  
11:55 a.m. Next steps  
12:00 p.m. Adjourn



## Supportive Housing Services Oversight Committee Meeting Summary

Meeting: Supportive Housing Services (SHS) Oversight Committee Meeting  
Date: July 22, 2024  
Time: 9:30 a.m. to 12:00 p.m.  
Place: Virtual meeting (Zoom)  
Purpose: Metro tax collection and disbursement; Multnomah County Corrective Action Plan (CAP) update through May; presentation and discussion on Metro's permanent supportive housing work; and discussion on the regional housing funding recommendation.

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### Member attendees

Mitch Chilcott (he/him), Jim Bane (he/him), Co-chair Susan Emmons (she/her), Dan Fowler (he/him), Cara Hash (she/her), Felicitia Montebancho (she/her), Peter Rosenblatt (he/him), Jeremiah Rigsby (he/him), Mike Savara (he/him), Co-Chair Dr. Mandrill Taylor (he/him)

### Absent members

Margarita Solis Ruiz (she/her), Carter MacNichol (he/him), Jenny Lee (she/her)

### Elected delegates

Multnomah County Chair Jessica Vega Pederson (she/her)

### Absent elected delegates

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

### Metro

Yesenia Delgado (she/her), Breanna Hudson (she/her), Yvette Perez-Chavez (she/her), Israel Bayer (he/him), Patricia Rojas (she/her), Liam Frost (he/him)

### Kearns & West Facilitator

Ben Duncan (he/him)

### Welcome and Introductions

Co-chair Mandrill Taylor provided welcoming remarks, thanked Committee members for their work, and reflected on Marissa Madrigal, Metro Chief Operating Officer (COO) Recommendations. He thanked Co-chair Susan Emmons for her contributions.

Susan reflected on the Committee's values, work, and Metro's COO Recommendations. She encouraged the Committee to keep the work centered on improving the lives of those served by SHS.

Ben Duncan, Kearns & West, facilitated introductions between Committee members and reviewed the meeting agenda and objectives. Ben asked the Committee if they had any questions.

Peter Rosenblatt noted that presentation slides were missing from the packet, making meeting preparation difficult, and asked to have a conversation about meeting preparation practices. He appreciated the recommendation tracker and asked to discuss it at the next meeting and suggested including due dates to increase accountability.

## Supportive Housing Services Oversight Committee Meeting Summary

*Ben replied that meeting preparation can be discussed at the end of this meeting or at the next meeting.*

*Metro staff replied that they will present recommendation statuses in the fall. They noted that many recommendations are system building which requires many teams, that the recommendations are ongoing bodies of work, and that staff will continue to bring updates to the Committee.*

Yesenia Delgado, Metro, announced that Mike Savara has been appointed as Co-chair as Susan has stepped down and that Metro staff are still filling Committee vacancies.

Mike reflected on Susan's legacy and reflected on his experience. He welcomed Committee members to share feedback with him at any time.

Israel Bayer, Metro, shared that Metro has been providing news and media coverage with the counties including joint press releases. He highlighted that Metro has met with media editors, earned Oregon Public Broadcasting coverage, and ran a social media campaign that received 11.4 million impressions. He noted that the Committee will receive monthly communications updates.

Mike shared kudos for the communications work and highlighted that the stories from individuals receiving services on Metro's website are a powerful tool.

The Committee approved the June Meeting Summary.

### Conflict of Interest Declaration

Peter Rosenblatt declared that he works at Northwest Housing Alternatives which receives SHS funding and sits on the Continuum of Care Board of Clackamas County.

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

### Public Comment

Shaun Irelan, HIV Service Council Member, provided public comment.

### Update: Metro Tax Collection and Disbursement

Rachael Lembo, Metro, shared that tax collections were up in June compared to past years. She noted that Metro has collected about \$320 million to date, and will likely reach \$350 million in collections, slightly below the forecasted \$357 million.

Committee members had the following questions and comments:

- **Question:** Can you clarify the difference between the budget amount, \$230 million, and the forecast amount, \$357 million?
  - **Metro response:** The budget was prepared about nine months before the beginning of the Fiscal Year (FY). Halfway through the FY, Metro had additional data that indicated collections would be higher, which created the forecasted amount. Collections will be under the forecast by less than 10%, which is a normal variance for this type of income tax.
- **Question:** One public negative narrative is that counties are not spending all their money. Are the counties budgeting based on the forecast or the budget? What has Metro's communications been like with the counties and the public?

## Supportive Housing Services Oversight Committee Meeting Summary

- **Elected Delegate response:** Metro has been communicating with the counties on this, and the counties do adjust their budgets based on Metro's comments. The budget adjustments are within a workable percentage.
- **Elected Delegate question:** What is the strategy around communication with the public and working with the counties going forward?
  - **Metro response:** Metro shares updated forecasts with counties and counties adjust their budgets to reflect that. There are many lessons learned from this process and tax type, and communication between Metro and the counties is key. There is a stabilization reserve fund to help fill any gaps. For public communication, it is hard to determine when to make an announcement due to monthly changes, which are normal and there is work to do to normalize these fluctuations.
  - **Elected delegate response:** It is important to signal to the public and media that we are in a different phase of the tax. We need to have a communication plan for the public to understand this.
- **Comment:** Language is important, it may not be statistically significant, but it is significant to the community to go from \$230 million to \$330 million. It is challenging for SHS staff and elected Commissioners to know how much to spend. I do not know how to get comfortable with the fluctuation. We would all benefit from a fluctuation plan.
- **Comment:** There is public perception and reality, and the reality is that there is more money. Metro should be honest when it communicates to the public between the budget and expected revenue. Perhaps there should be a policy adoption for communications if there is a deviance of 10-15%.

Ben asked if Metro would have the final collections calculation next month to build into the agenda on fluctuations and adjustments.

Metro staff confirmed they can do that next month.

### Update: Multnomah County Corrective Action Plan (CAP)

Yesenia shared that Move in Multnomah is the only item at risk and that Metro and Multnomah County are working on finalizing and closing the CAP.

Dan Field, Multnomah County, added to the previous conversation that the challenge is a public framing and communications issue. He noted that when one county appears to be underspending it reflects on everyone in the region. He then reviewed the CAP items and noted that the FY will not close until late August, when the county will then provide their last CAP update.

Committee members had the following questions and comments:

- **Comment:** The report seems more concerning than the presentation. There are six items on track, with significant funds remaining to be met. Can you speak to this accuracy for the items that are yellow and the one item in red?
  - **Multnomah County response:** For the items in yellow, significant spending occurring in June is standard and we are seeing activity that supports meeting these targets. For the item in red, we have less confidence but there are many moving parts. We believe we will be close to the target within the limited spending date. We will meet the program goals whether it is in the CAP period or beyond.

### Presentation and Discussion: Permanent Supportive Housing (PSH)

Nui Bezaire, Metro, shared that PSH is a housing solution for Population A and that PSH was always planned as an intersection between the Affordable Housing Bond (Bond) and SHS. She presented an

## Supportive Housing Services Oversight Committee Meeting Summary

overview regarding recommendations related to PSH and reviewed Metro's work plan and progress to expand PSH in the region. Phase 1 of the work includes defining PSH, setting quality standards, and system mapping.

The Committee had the following questions and comments:

- **Question:** Has there been engagement in the field to look at buildings and programs to see what is working and what is not?
  - **Metro response:** Not yet, but we intend to especially once evaluation parameters are set.
- **Question:** Does this work feed into the Regional Long-term Rent Assistance (RLRA)? The Committee is interested in receiving RLRA evaluations.
  - **Metro response:** RLRA is part of PSH, but not only PSH. We have always contemplated that there would be monitoring and evaluation as part of the work after Year 3.
- **Comment:** There is not a clear delineation and connection between PSH and RLRA. The Homelessness Research and Action Collaborative at Portland State University (PSU) received an award for evaluating PSH for communities of color. I encourage thinking through their definitions as Metro develops definitions and thinking about how systems look and feel.
  - **Metro response:** Thank you for flagging that. Metro's engagement with the counties includes leveraging definitions where they exist.
- **Comment:** It would be great to have a visual like a Venn Diagram to showcase the differences and connections between PSH and RLRA.
  - Many Committee members supported this ask.
- **Comment:** Providers often put applications for individuals in for multiple programs, such as PSH and Rapid Rehousing, and whatever is accepted first is what will be used. It would be great to have guidance on program referrals for individuals. Additionally, it is hard to keep folks housed as post-housing engagement is based on crisis calls. It would be helpful to identify service connections across project-based vouchers.

Patricia Rojas, Metro, reflected that Metro is excited about PSH work and is currently working with each county's continuum of care to provide guidance and create regional and state alignment. She noted that Metro will work with PSU and fold in their research lens.

### Discussion: Regional Housing Funding Recommendation

Patricia Rojas, Metro, shared an overview of Metro Chief Operating Officer (COO), Marissa Madrigal's, [housing funding recommendation](#) to Metro Council. The recommendation included allowing SHS funds to be used for affordable housing construction and developing one independent oversight investment board.

Andy Shaw, Metro, reflected on the recommendation process and values. He noted that the recommendation supports efforts to reduce housing production costs, re-negotiate intergovernmental agreements (IGA), index personal income tax thresholds, and would refer the measure to voters in May 2025.

Holly Calhoun, Metro, stated that the recommendation is now waiting for direction from Metro Council which has upcoming work sessions. She reflected on the specific feedback heard from the SHS Oversight Committee including comments on accountability, capacity, timing of reports and information, and regional metrics.

The Committee had the following questions and comments:

## Supportive Housing Services Oversight Committee Meeting Summary

- **Question:** Does the new oversight investment board consolidate the existing bodies or is it an additional body?
  - **Metro response:** It would consolidate the existing bodies into one single body and create role clarity while continuing the work underway. The new body would be thoughtful of its charge and membership. There is currently no direction to staff from Metro Council regarding the recommendation, staff is proceeding as normal.
- **Question:** The provider community sees this negatively and that money is being taken away. If the recommendation goes forward, it would be helpful to know when and how much money will move from services to housing.
  - **Metro response:** We will be transparent and clear as we can. This will require close partnerships with the counties.
- **Question:** Can counties share what this would look like in the next two to five years so voters can be informed?
  - **Elected Delegate response:** The counties need to understand from Metro what the potential impact to dollars is for us to share impacts and outcomes.
  - **Metro response:** Metro is looking at a variety of potential scenarios and is meeting with county staff weekly to identify different ways to meet needs.
- **Comment:** A decrease in personal income tax is not in alignment with the need. I am hearing that we need to do more with less. This timing is critical to get correct.
  - **Metro response:** We are still waiting on Council to make the final decision. The reason to decrease the tax rate is in connection with the potential to extend this measure out 15-20 years, and correct details that were missing from when it was first created in 2020.
- **Comment:** Slow down, I think May of 2026 would be the correct ballot time frame. This is critical to get correct and needs more involvement from county leaders. From a communications view, the public thinks housing is a part of the measure already, so would emphasize keeping the language simple like asking if SHS funding should be expanded to include housing.
- **Comment:** Some of these recommendations were discussed directly at the Stakeholder Advisory Table, and others were extrapolated. I am excited about IGA accountability. Is expanding funding for acquisition temporary or permanent? There needs to be clear outcomes and oversight with this approach.
- **Comment:** Metro should center county discussions when moving this work forward as they are the implementers.
- **Comment:** Our greatest accountability should be to those who are sleeping outside and any new governance structure should center those folks as the highest priority.
  - **Metro response:** The needs of Population A are at the center of our values and priorities.
- **Question:** Can someone email out the specific times and locations of the Metro Council work sessions?
  - **Metro response:** Yes.

### Next Steps

The Co-chairs provided closing remarks.

Ben summarized that the next steps include:

- Metro staff to present recommendation statuses in the fall.
- Metro staff to share Council work session dates and times.



## Supportive Housing Services Oversight Committee Meeting Summary

- Next meeting: August 26<sup>th</sup>, 9:30am-12:00pm.
  - Discuss Metro tax collection.
  - Discuss meeting preparation practices.

### Adjourn

Adjourned at 12:00 pm.



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## Supportive housing services – Oversight committee

Overview of role and responsibilities

Last updated: January 2024

### Background

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

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

### Oversight committee role and responsibilities

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

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



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

## **Supportive housing services regional oversight committee**

### **Meeting guidelines**

Arrive on time and prepared.

Share the air – only one person will speak at a time, and we will allow others to speak once before we speak twice.

Express our own views or those of our constituents; don't speak for others at the table.

Listen carefully and keep an open mind.

Respect the views and opinions of others, and refrain from personal attacks, both within and outside of meetings.

Avoid side conversations.

Focus questions and comments on the subject at hand and stick to the agenda.

When discussing the past, link the past to the current discussion constructively.

Seek to find common ground with each other and consider the needs and concerns of the local community and the larger region.

Turn off or put cell phones on silent mode. Focus on full engagement in the meeting, and refrain from conducting other work during meetings as much as possible.

Notify committee chairperson and Metro staff of any media inquiries and refer requests for official statements or viewpoints to Metro. Committee members will not speak to media on behalf of the committee or Metro, but rather only on their own behalf.

## **Group agreements**

We aren't looking for perfection.

WAIT: why am I talking / why aren't I talking.

You are the author of your own story.

Impact vs intention: Intention is important, but we attend to impact first.

BIPOC folks or folks with targeted identities often don't / didn't have the privilege to assume best intentions in a white dominant space.

Invited to speak in draft- thought doesn't need to be fully formed.

We are all learners and teachers.

Expertise isn't privileged over lived experience and wisdom.

Liberation and healing are possible.

Expect non-closure.

## Supportive housing services - Regional oversight committee

Updated draft calendar, September 2024 to April 2025

August 2024

*This calendar is a draft and may change as new topics or priorities arise for the committee.*

Date	Report(s) due	Potential topics
<b>Sept 23, 2024</b>		<ul style="list-style-type: none"> <li>- Metro tax collection and disbursement update (through August)</li> <li>- Multnomah County Corrective Action Plan update</li> <li>- FY24 Q4 financial overview</li> <li>- County FY25 work plan and budget presentations</li> </ul>
<b>October 28, 2024</b>	Annual report – 10/31	<ul style="list-style-type: none"> <li>- Metro tax collection and disbursement update (through September)</li> <li>- Review annual regional report timeline and process</li> <li>- FY23 recommendations update</li> <li>- Tri-county planning body presentation (training and technical assistance)</li> </ul>
<b>Nov 4, 2024</b>	Annual report – 10/31	<ul style="list-style-type: none"> <li>- County annual report presentations</li> </ul>
<b>Dec 2, 2024</b>	Q1 report – 11/15	<ul style="list-style-type: none"> <li>- Metro tax collection and disbursement update (through October)</li> <li>- Annual report reflection and questions</li> <li>- Annual regional report development – outline</li> <li>- Metro five-year forecast</li> </ul>
<b>Dec 9, 2024</b>		<ul style="list-style-type: none"> <li>- Annual regional report development – recommendations</li> <li>- Tri-county planning body vote (coordinated entry)</li> <li>- Tri-county planning body presentation (healthcare systems alignment)</li> </ul>
<b>Jan 13, 2025</b>		<ul style="list-style-type: none"> <li>- Metro tax collection and disbursement update (through November)</li> <li>- FY25 Q1 progress and financials</li> <li>- Annual regional report development – first draft</li> </ul>
<b>Jan 27, 2025</b>		<ul style="list-style-type: none"> <li>- Metro tax collection and disbursement update (through December)</li> <li>- Annual regional report – second draft</li> <li>- Annual regional report development – finalize recommendations</li> <li>- Tri-county planning body presentation (employee recruitment and retention)</li> </ul>

<b>Feb 10, 2025</b>	Final annual regional report	- Annual regional report – final draft and transmittal letter
<b>Feb 24, 2025</b>	Q2 report – 2/15	- Metro tax collection and disbursement update (through January) – 5 minutes - Tri-county planning body vote (healthcare systems alignment)
<b>Mar 24, 2025</b>		- Metro tax collection and disbursement update (through February) - FY25 Q2 progress and financials - Tri-county planning body vote (training and technical assistance)
<b>Apr 28, 2025</b>	FY26 draft annual work plans	- Metro tax collection and disbursement update (through Marc) - County FY25 draft work plan presentations

DRAFT



# Memo

Date: August 26, 2024  
 To: Supportive Housing Services Oversight Committee  
 From: Rachael Lembo, Finance Manager  
 Subject: FY24 Monthly Tax Collection and Disbursement Update

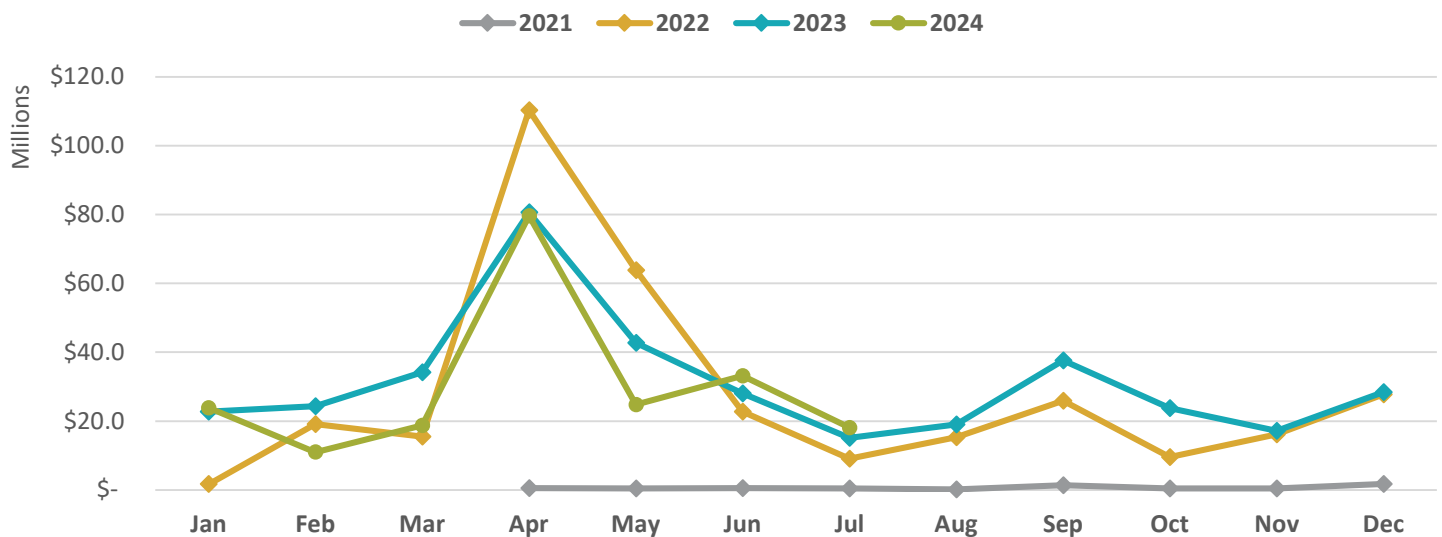
This financial update is designed to provide the information necessary for the SHS Oversight Committee to stay up to date on the latest tax collection and disbursement figures.

July tax collections continued to trend slightly higher than prior years, bringing FY 2023-24 collection totals up to \$335.1 million – about 6% below the Fall 2023 forecast. With three full fiscal years of data, the chart below illustrates that monthly collections can vary quite a bit. We will use this information, along with other data sources and analysis, to help forecast the range in revenue we may expect to see moving forward. Additional analysis will be included in the year-end tax collections report.

### Tax Collections

Monthly tax payments made to the tax administrator are shown below.

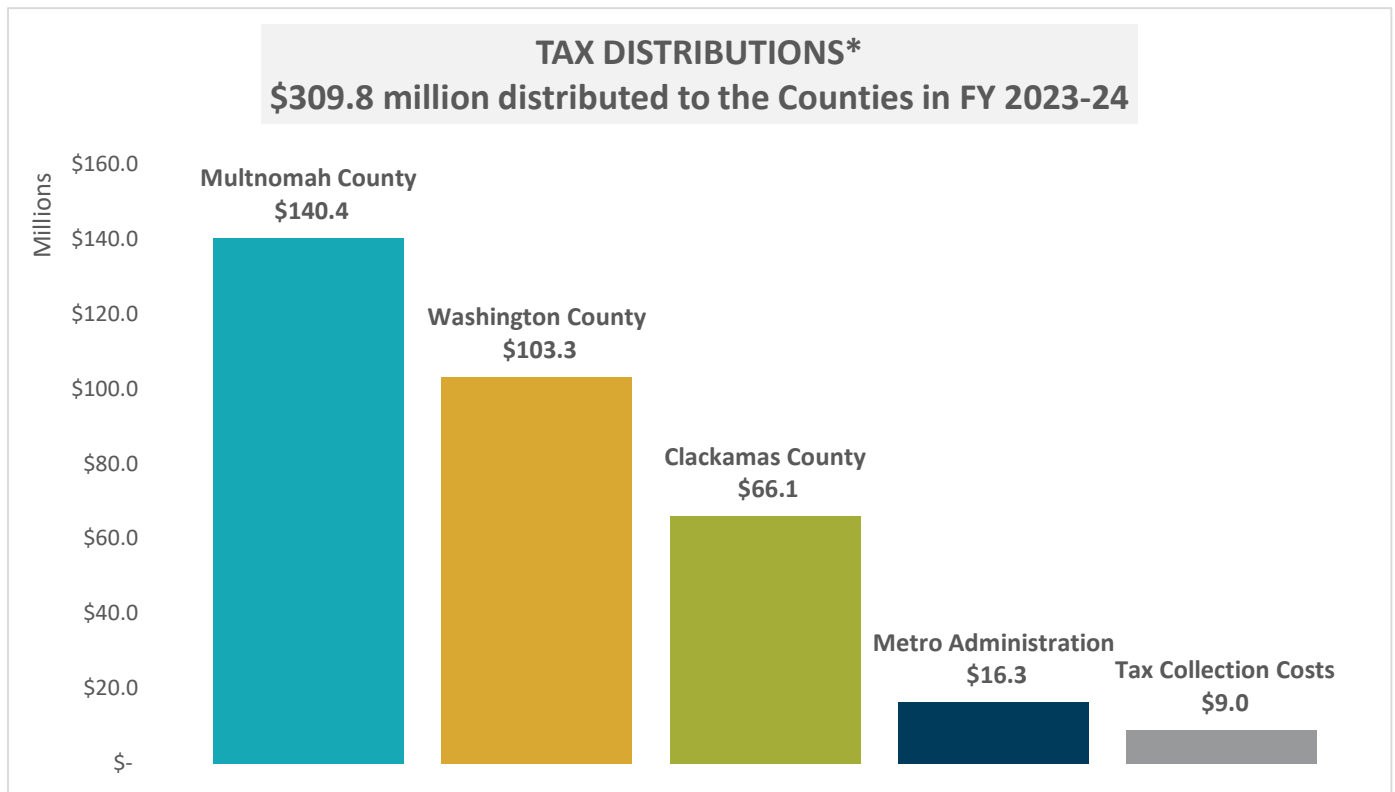
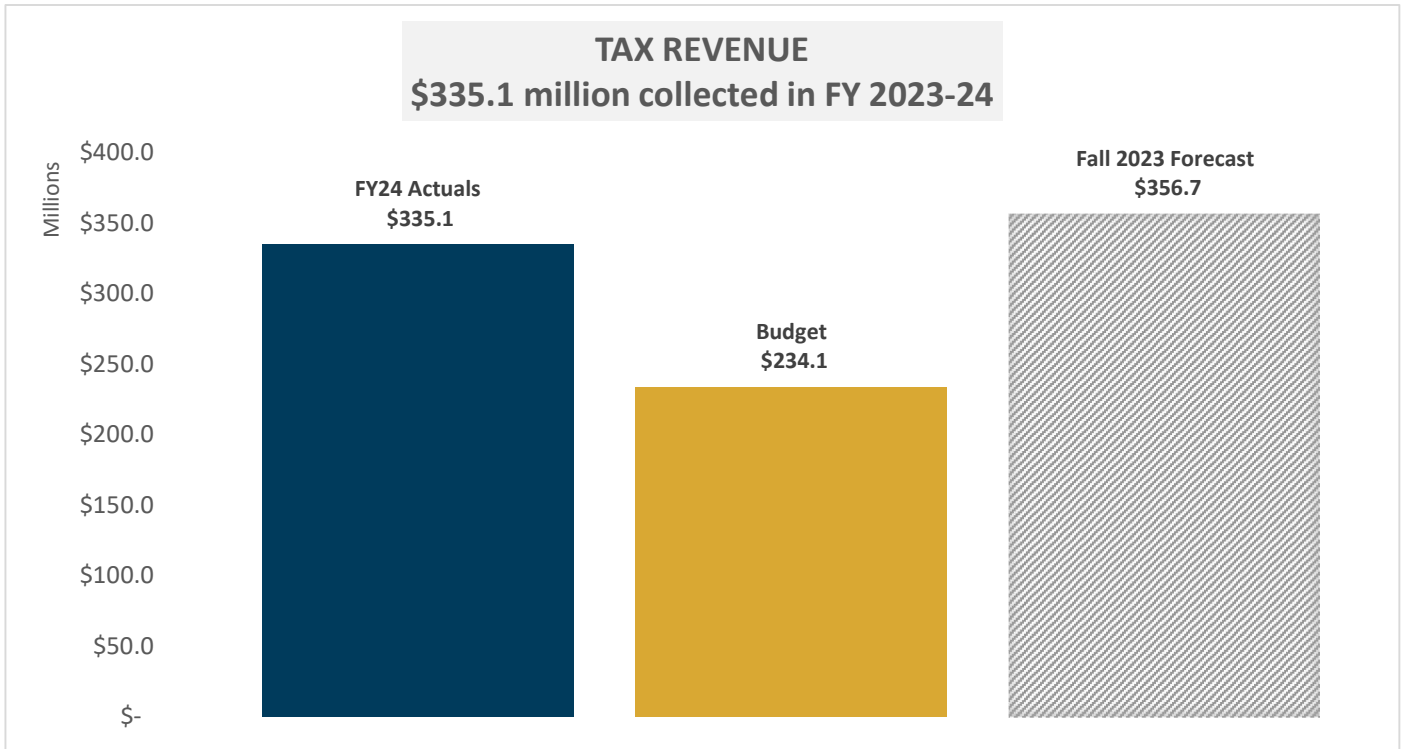
MONTHLY TAX COLLECTIONS BY CALENDAR YEAR



### Tax Revenue and Disbursement Summary

FY24 tax revenue and the disbursement of that revenue is shown below. This includes collections by the tax administrator from August 2023 through July 2024.





\*An additional \$710,837.84 in tax administrator interest revenue was collected in FY 24, which is included in the distributions. Additionally, the tax administrator withheld \$800,000 from July revenue to temporarily increase the reserve due to a pending appeal.



Metro

# Coordinated entry

Progress Report

# Goal

- Coordinated Entry is more accessible, equitable and efficient for staff and clients.
  - 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.

# Coordinated entry update agenda

- Background
- Local and regional progress updates
- Current work
- Takeaways and next steps
- Questions/Discussion



# A history of coordinated entry

**2010**

HUD announces coordinated entry

**2014- 2017**

Counties establish coordinated entry

**2018-present**

Jurisdictions adopt Built for Zero

**2021-present**

Counties make improvements to coordinated entry systems with SHS investments



**2012**

HUD requires coordinated entry creation

**2017**

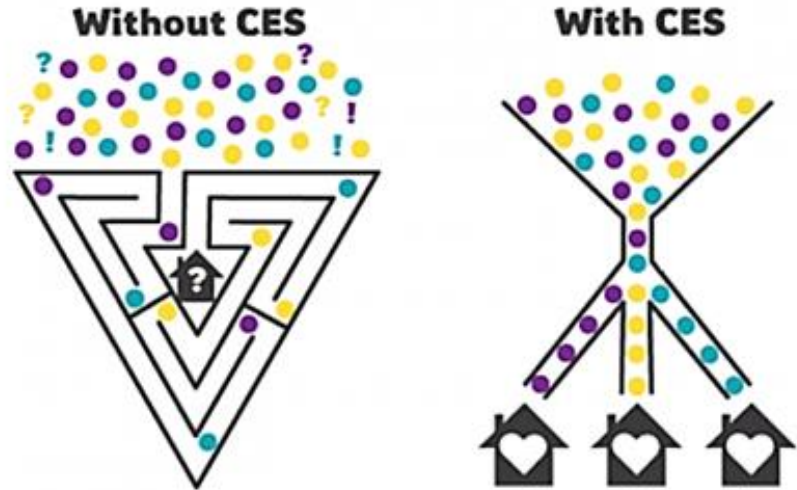
HUD requires coordinated entry reporting

**2020**

Measure 26-210 Supportive Housing Services

# What is coordinated entry?

- Process through which people move from homelessness to housing services
- Allows households to access all options to address housing needs
- Avoids being “screened out” program-by-program
- The most intensive interventions are prioritized for those with the highest needs

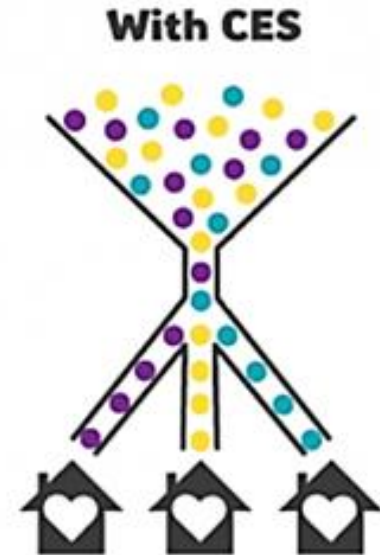


# Core elements of coordinated entry



# Access

- Must cover the entire Continuum of Care (CoC)
- Coordinate with street outreach
- Common assessment across CoC, approved by CoC boards
- Effective outreach to all populations





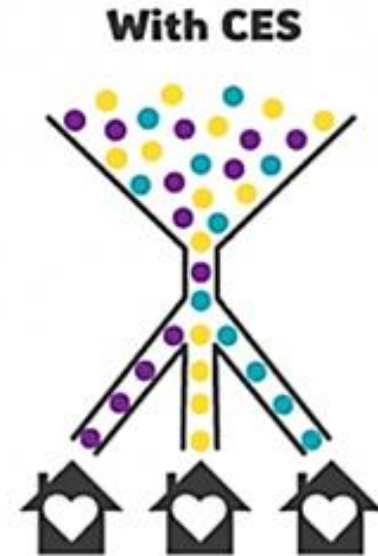
# Assessment

- CoC must incorporate a standardized assessment practice across its coordinated entry system.
- Assessment must collect sufficient information to make consistent prioritization decisions.
- Assessment must collect sufficient information to facilitate access to housing and supportive services, including health and other public systems.



# Prioritization

- CoCs must use the coordinated entry system to prioritize referrals to housing and services.
- Prioritization must be based on a specific and definable set of criteria that are made publicly available through the CoC's written prioritization standards and approved by the CoC board
- HUD requires special prioritization considerations for federally funded Permanent Supportive Housing programs.



# Referral

- The group of people with the highest priority must be offered housing and supportive services projects first.
- Programs should be low-barrier, facilitating the referral process.
- Referral process must comply with all applicable nondiscrimination provisions of federal civil rights laws and HUD's Equal Access Rule.



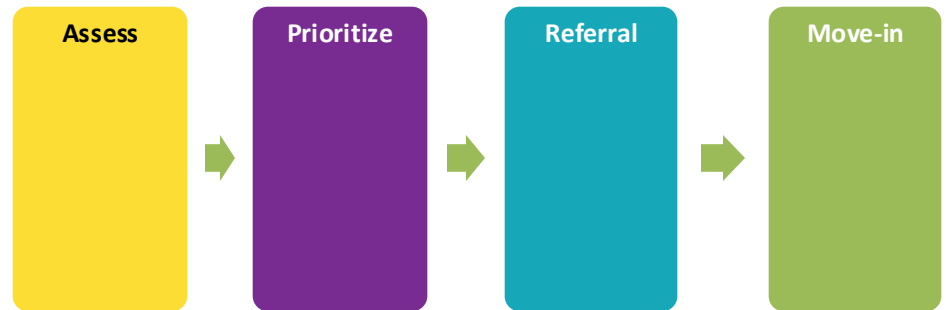
# Built for Zero

- A national movement to support housing services systems in moving communities to “functional zero homelessness.”
- Set of data quality and policy tools overlaying coordinated entry and homeless services systems, meant to improve outcomes.

# Case Conferencing

In case conferencing, the most relevant information you can discuss about a client is the actions you're taking to move them to the next step

- Actions taken last week
- Actions to take next week
- What you're learning—about your client and your system—as you go



# National scan

- Homebase conducted a national scan for analogous contexts.
- We focused on regions that included multiple CoC's.
- We did not include complex regional systems within a single CoC, such as Balance of State CoC's.

# National scan

- Found some instances of regional alignment such as data sharing, standardization of some policies, and consistency with assessments
- The scope of this regional work is unprecedented – **no region is attempting this**

# Current work

- Coordinated Regional Alignment Workgroup Facilitation
- Interviews with other communities
- Interviews with providers and system leaders in all 3 counties
- Recruitment for lived experience cofacilitators to lead listening sessions



# Emerging CES Alignment Opportunities

## Advance Equity via Prioritization

- Identify vulnerabilities resulting from past systemic harms and ongoing discrimination that puts people of color at heightened risk of homelessness or at risk of experiencing homelessness for longer periods of time and develop shared prioritization practices centering these vulnerabilities

## Align Assessment Questions

- Identify strategies to align, to the extent possible, assessment practices to streamline cross-county access to housing by reducing the need for reassessment

## Standardize Case Conferencing

- Develop a consistent approach to case conferencing to advance equity and effectively/efficiently support households enrolled in programs in multiple counties

## Share Data

- Work with HMIS governance bodies to share client information (e.g., Universal Data Elements and Common Program-Specific Data Elements) across HMIS to minimize duplication of services and support continuity of care

# Advance Equity via Prioritization

## **Emerging opportunities for exploration:**

- Identify vulnerabilities that disproportionately impact communities of color in the Metro region
- Develop a proposal for CoC/CE board approval for coordinated entry prioritization factors centering these vulnerabilities
- Identify some common prioritization factors across the region
- Identify some unique prioritization factors within each County

# Align assessment questions

## **Emerging opportunities for exploration:**

- Compile an assessment comprised of common questions between the three counties.
- Compile assessment questions unique to each county.
- Minimize the number of proposed changes to existing assessments.
- Identify protocols and pathways for client assessment to include access other counties, regardless of where they initially present for services

# Align case conferencing

## **Emerging opportunities for exploration:**

- Identify best practices related to case conferencing.
- Standardize approaches to case conferencing across county lines.
- Identify opportunities for case collaboration between counties.

# Share data

## **Emerging opportunities for exploration:**

- Communicate coordinated entry data sharing needs with regional HMIS governance bodies with the intent to:
  - Increasing visibility to clients seeking services across county lines
  - Ensuring that overlapping assessment responses are visible between counties

# Next Steps

- Continuing workgroup meetings
- Develop an implementation plan for TCPB review, detailing how CoC boards will be engaged in decision making
- Hold listening sessions with people with lived experience of homelessness

**Questions?**



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**Metro - Supportive housing services**

Quarterly reports by county, FY24 Q4

[Clackamas County](#)

[Multnomah County](#)

[Washington County](#)



# Housing Communications | July - August 2024

## Metro News

### A new day for housing and homelessness services in Clackamas County

With funding from the supportive housing services measure, housing and homelessness services programs throughout Clackamas County are expanding and increasing capacity.



*Clackamas Women's Services Housing Services Manager Liliana Weissman*

### Denise and Dachea's story

When Dachea needed a caretaker and Denise needed a job, a resident services coordinator connected them. Now, Denise has been serving as Dachea's caretaker for six months.

## Photo voices project

### Focus: community voices, affordable housing bond

In alignment with Metro's commitment to amplifying community voices in our storytelling and public education, we launched our community engagement photography workshop program this summer.

Ten residents in the bond-funded Terrace Glen Apartments in Tigard are participating in a six-session workshop led by PSU photography professor Emily Fitzgerald.

This diverse group of participants will explore the meaning of "home" through 35mm photography and written reflection, with a final exhibition in December in Portland's Blue Sky gallery.

# Housing Communications | July - August 2024

## Earned media

[Portland nonprofit is helping unhoused people find study jobs](#)

**Gooseberry Trails, AHB-funded homeownership development in SW Portland**

Coverage in [Portland Tribune](#) and [KOIN](#)

**Myrtlewood Way, AHB-funded affordable housing complex in Aloha**

Coverage from [Gresham Outlook](#)

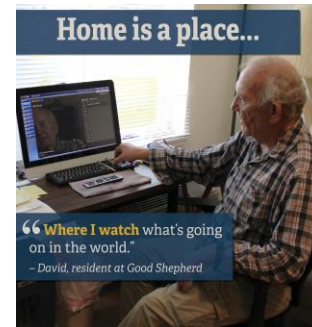
**Metro COO's recommendation on housing funding**

Coverage in [KOIN](#), [the Oregonian](#), [OPB](#), [Willamette Week](#), [KATU](#), [Portland Tribune](#)

## Social media

**Good Shepherd "Home is a place..."**

This storytelling campaign captures the personal impact of home for people living in bond-funded homes and participants in SHS-funded programs.



**Clackamas County expanding homelessness and housing services**

Social media posts highlighting Clackamas County's growing capacity across staff and programs.

**Ongoing:** series covering housing and supportive services providers

## Email newsletter

**August's email newsletter** featured two Metro News stories from Clackamas County, highlights from groundbreakings and openings, and a discussion on a recent universal basic income study out of Denver.

[Subscribe to Metro's Housing newsletter, published monthly.](#)

## Movie theater project

**Focus: public education around affordable housing bond and supportive housing services**

A set of slides with simple, visually arresting graphics are being displayed in five local independent theatres. **The slides are expected to reach an audience of at least 100,000 people throughout greater Portland.**

# METRO SUPPORTIVE HOUSING SERVICES TRI-COUNTY PLANNING BODY

## Monthly progress report | August 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 have started executing the 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. A workgroup of staff from Metro and the Counties has been meeting monthly since May to coordinate this work. In July, we discussed equity concerns, and tools we could use to center equity as we implement this plan.
Coordinated Entry	The Coordinated Entry Regional Alignment Workgroup (CERAW) continues to meet monthly. Focus groups of people with lived experience, led by people with lived experience, took place at the end of July/early August in each of the three Metro counties. These focus groups gathered crucial information. With CE strategies (Assessment alignment, data sharing, prioritization alignment, and case conferencing) established, the CERAW has been working to shape the workplans, timelines, budgets and metrics for each strategy. CoC and CE boards for each county are being informed of their future role in decision-making as the regional CE plan is implemented.
Healthcare system alignment	The regional leadership meeting continues with Health Share, Counties, and Metro. The subgroup, focused on implementation planning, continues to meet monthly. The data sharing workgroup continues to meet, working toward consensus and learning from existing data sharing agreements (DSAs) across the region. Conversations with providers and other key stakeholders are ongoing. Homebase, with support from Metro and County staff, have completed the landscape of health/housing initiatives. This landscape

is crucial to identify current areas of collaboration and potential future efforts across systems.

#### Training + Technical Assistance

Last month, we posted the qualified vendor list for our first ever tri-county and Metro request for qualifications for technical assistance providers. In total, 67 businesses, service providers and consultants qualified to provide services in 15 categories—from human resources to housing and homelessness best practices, to technical writing and volunteer management. Of that group, 9 percent identify as culturally specific service providers, 27 percent identify as minority or Black, Indigenous owned, 48 percent identify as women-owned/led and 19 percent identify as LGBTQ+ owned/led. This RFQu is going to serve as the basis for regional technical assistance work in the coming years.

Metro and the counties are exploring new opportunities to ensure our region’s service providers have access to the trainings they need on day one. We’re deep in the research phase and look forward to updating the TCPB soon. We are also exploring a technical assistance demonstration project to add value to our regional partners that we’re looking forward to sharing more about soon.

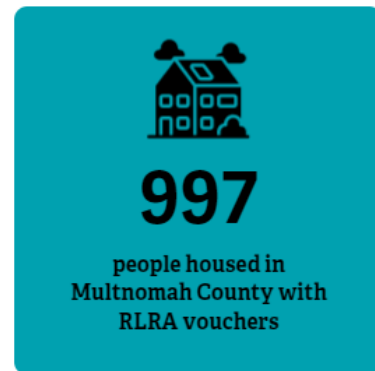
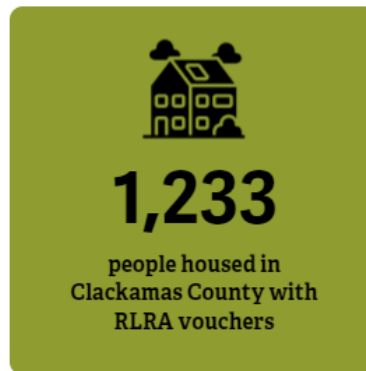
#### Employee Recruitment and Retention

At the July meeting we received the second half of Homebase’s report as well as updates from the Counties on current strategies and progress on the goal recommendations, including confirmation that data on wages is included in each County’s annual SHS report. Homebase provided a framework for future work across three areas: Commitment to and Coordination of a Regional Strategy; Planning for and Allocating More Funding to Compensation; Addressing the Cashflow Concerns for Providers. Specific concepts within these areas will be explored and refined in the coming months to develop the Implementation Plan. Outreach and engagement will continue, including with providers and with local and state workforce-related initiatives.

*\*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 March 31, 2024:



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 Meeting Summary

Meeting: Supportive Housing Services Tri-County Planning Body Meeting  
Date: Wednesday, July 10, 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 employee recruitment and retention goal and discuss.

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### Member attendees

Eboni Brown (she/her), Co-chair Mercedes Elizalde (she/her), Nicole Larson (she/her), Cristina Palacios (she/her), Co-chair Steve Rudman (he/him), Zoi Coppiano (she/her), Mindy Stadlander (she/her), Yvette Marie Hernandez (she/her)

### Absent members

Monta Knudson (he/him), Sahaan McKelvey (he/him)

### 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 – Cristina Castaño (she/her), Kanoe Egleston (she/her), Washington County – Nicole Stingh (she/her), Allie Alexander-Sheridan (She/Her)

### Metro

Valeria McWilliams (she/her), Ruth Adkins (she/her), Liam Frost (he/him), Patricia Rojas (she/her), Michael Garcia (he/him), Sandi Saunders (she/her)

### 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.*

## Tri-County Planning Body Meeting Summary

### 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.

Co-chairs Mercedes Elizalde and Steve Rudman provided opening remarks.

The TCPB approved the June Meeting Summary.

### Public Comment

No public comment was received.

### Conflict of Interest

Cristina Palacios declared a conflict of interest as Housing Oregon has applied to be a contractor with Metro and would receive SHS funding.

Yvette Hernandez noted that she works for Home Forward which receives SHS funding but participates on the TCPB as a community member.

### Staff Updates

Patricia Rojas, Metro, shared an overview of Metro Chief Operating Officer, Marissa Madrigal's, [housing funding recommendation](#) to Metro Council. The recommendation included allowing SHS funds to be used for affordable housing construction and developing one independent oversight investment board. Patricia shared that the regional work of the TCPB will continue, and that staff will follow up with one-on-one calls with TCPB members.

Nicole Stingham, Washington County, shared that the county successfully mobilized severe weather shelters and thanked service providers.

Cristina Castaño, Multnomah County, shared that two shelters have opened.

Vahid Brown, Clackamas County, also shared that the county successfully mobilized severe weather shelters and thanked service providers.

Cristina Palacios announced that the [Housing Oregon 2024 Conference](#) will be on September 24 and 25.

### Employee Recruitment and Retention Progress Report Part 2

Ruth Adkins, Metro, reviewed the meeting packet information and the goal language and recommendations. She shared that the next steps include developing regional strategies, an implementation plan, and an updated work plan.

Multnomah County, Washington County, and Clackamas County staff presented an overview of each county's pre-SHS contracting landscape, cash flow, wage parity and compression, and employee workloads. They reviewed progress made on the goal recommendations and highlighted promising practices.

TCPB members and elected delegates had the following questions:

- **TCPB elected delegate question:** Is there any comparison across all three counties on wage parity?



## Tri-County Planning Body Meeting Summary

- **Washington County response:** We have not compared across the three counties, but we could do that.
- **Metro response:** We can consider that as we develop the implementation plan.
- **Clackamas County response:** Metro could do the cross-county analysis since the three counties report that data in the annual report.
- **TCPB member question:** What is the process if proof of documentation or identification was destroyed to prove residency?
  - **Clackamas County response:** SHS funds are flexible and allow individuals to self-identify what services they need. SHS funds are also flexible on identification and can go towards document recovery or be created at partner locations.
- **TCPB elected delegate question:** For Permanent Supportive Housing (PSH), I heard one county has a ceiling of \$15,000 per household and another has a floor of \$12,000. What is the philosophy behind using a floor versus a ceiling?
  - **Clackamas County response:** Before SHS, we heard \$10,000 was not sufficient. From a county perspective, it is not about the floor but a level of commitment. Contracts can still be negotiated for other amounts.
  - **Multnomah County response:** We have been hearing from providers that the maximum is not sufficient for 24-hour staffing. There have been some providers asking for under \$10,000. It is an important conversation to have on whether the approach is a floor or a ceiling, especially for family and culturally specific units.
- **TCPB member question:** How were providers notified that advanced payments were an option in Clackamas and Washington Counties?
  - **Clackamas and Washington County response:** There was a memo and advanced communications before contract renewals, and it was written into the contracts themselves.
- **TCPB member question:** How were organizations chosen for Multnomah County's advance payment pilot?
  - **Multnomah County response:** Organizations alerted us with cashflow needs and due to the declared emergency, we worked with the contracting office to provide advance payment. We historically have not provided advance payments.
  - **TCPB member response:** For a pilot, you would want a representative sample of various providers, but this sounds more like an unintentional approach trying to meet a need to then inform future solutions.
- **TCPB member question:** Can you elaborate on the mental health support to caseworkers? Do Multnomah or Washington Counties have similar models? I encourage county staff to follow up with organizations so frontline workers know they can access these funds for mental health support.
  - **Clackamas County response:** There are a few models, one includes dedicated funding for a mental health professional staff position to support other staff. Another model is where there is dedicated funding for staff to identify a clinician to engage with.
  - **Washington County response:** We have not made specific investments. Some partners have used SHS allocations and contracts have flexibility for providers to support counseling for employees.
  - **Multnomah County response:** Our organizational health grants could be an opportunity for providers to offer that support, it is up to the organizations to decide.
- **TCPB member question:** Do the wage analysis reports include non-SHS contracts?
  - **TCPB member response:** The analysis is organizational, not contract-specific.

## Tri-County Planning Body Meeting Summary

- **Washington County response:** we have consistently heard feedback from providers on wage equity challenges between SHS contracts and non-SHS contracts.
- **Metro response:** We can send links to the wage analysis reports.

Kim Natarajan, Homebase, reviewed the key takeaways from last month's presentation and detailed three core strategies for achieving a livable wage: 1) commitment to and coordination of regional strategy, 2) planning for and allocating more funding to compensation, and 3) addressing the cashflow concerns for providers. She reviewed each strategy's associated actions and models that could serve as a roadmap toward livable wages. She closed by noting low wages are linked to poor recruitment and retention and that market forces will not correct conditions on their own.

TCPB members and elected delegates had the following questions:

- **TCPB member question:** Nonprofit providers cannot make cash flow with the current system and line-item requirements are a burden. Are line-item requirements from Washington County or Metro?
  - **Washington County response:** It is a Washington County requirement and is the fiscal leadership's interpretation of a regulation. We are conducting a financial risk analysis to reduce the level of burden.
- **TCPB member comment:** The ability to pay providers in advance is a good strategy but can also be a challenge for providers that are less fiscally aware.
- **TCPB member comment:** There are good examples in this presentation of things to look for. I encourage local governments to think about setting consistent wage floors through a collaborative process. I would like a regional cost of living adjustment calculation, providers to be included in budget conversations, consistent advance payment models, and a 15% de minimis this fiscal year. I am concerned about losing beds and shelter capacity if we get into a pinch point.
- **TCPB member comment:** I would like to see more information on how to support wage raises without jeopardizing medical assistance. Many Black, Indigenous, and People of Color are self-contractors and need money to access services, but if they go into the workforce, they will lose their medical assistance.
- **TCPB member comment:** I recommend that direct service staff be included in the Outcomes-Based Payment Model conversation. A lot goes into getting an individual stabilized and am concerned that the model could lead to agencies being incentivized to only take in the highest functioning individuals to meet outcomes. I encourage designing a model that incentivizes serving a wide range of individuals.

Ruth thanked everyone for attending and shared that the next step for Metro and the counties is to work with Homebase's roadmap and identify regional opportunities to build an implementation plan.

### Closing and Next Steps

Mercedes shared that an August agenda is in development and will focus on discussions between TCPB members.

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

- Metro staff to have one-on-one calls with TCPB members regarding the housing funding recommendation.
- Metro to share each county's wage analysis report.

## Tri-County Planning Body Meeting Summary

- Metro and county staff to begin to draft the Employee Recruitment and Retention Implementation Plan.
- Next meeting: Wednesday, August 14, from 4:00 to 6:00 pm.

### **Adjourn**

Adjourned at 6:00 p.m.

The following materials were  
received during the meeting



Metro

# Metro Regional Supportive Housing Services

*FY24 Q1-Q4 program update*

SHS Oversight Committee | August 2024

# Agenda

- Regional progress
- County highlights
- Questions & answers

# Regional progress: FY21 - FY24 Q4

Type	Progress from FY21 - FY24 Q4
Permanent supportive housing placements	<b>4,256</b> households
Rapid rehousing placements	<b>2,038</b> households
Eviction prevention	<b>15,073</b> households
Shelter units	<b>1,890</b> units

# Regional progress to annual workplan goals

Type	FY24 goal	Progress as of June 30, 2024
Permanent supportive housing placements	<b>1,395</b> households	<b>1,294</b> households (-7.24%)
Rapid rehousing placements	<b>935</b> households	<b>1,370</b> households (+46.52%)
Eviction prevention	<b>1,725</b> households	<b>3,130</b> households (+81.45%)
Shelter units	<b>460</b> units	<b>960</b> units (+108.7%)



# Clackamas County: Progress to year 3 goals

Type	FY24 goal	Progress as of June 30, 2024
Permanent supportive housing placements	<b>405</b> households	<b>412</b> households (+1.73%)
Rapid rehousing placements	<b>120</b> households	<b>196</b> households (+63.33%)
Eviction prevention	<b>625</b> households	<b>1228</b> households (+96.48%)
Shelter units	<b>155</b> supported units	<b>210</b> supported units (+35.5%)

# Clackamas County: Program highlights

- Nationally recognized coordinated entry system
- New emergency and transitional shelter units
- New permanent housing



# Clackamas County:

k<sup>h</sup>wat yaka haws



*Photo credit: Metro*

# Multnomah County: Progress to year 3 goals

Type	FY24 goal	Progress as of June 30, 2024
Permanent supportive housing placements	<b>490</b> households	<b>442</b> households (-9.8%)
Rapid rehousing placements	<b>515</b> households	<b>910</b> households (+76.7%)
Eviction prevention	<b>600</b> households	<b>334</b> households (-44.33%)
Shelter units	<b>245</b> supported units	<b>800</b> supported units (+227%)

# Multnomah County: Program highlights

- **Significant increase of people moving into housing**
- **Growing impact of sustained SHS funding 2021-2024**

# Multnomah County: Program highlights

## National recognition for SHS-funded mobile intake services



From left: Aging, Disability, and Veterans Services Division Senior Manager Joe Valtierra, Homeless Mobile Intake Team members Catalina Cloud, Senior Manager Jody Michaelson, and Byron Vaughn, alongside staff members at St. Johns Village.

# Multnomah County: Program highlights



3000 SE Powell Blvd

**Continued expansion  
of culturally specific  
services**

**Dedicated 30 units PSH  
for immigrants &  
refugees**

# Washington County: Progress to year 3 goals

Type	FY24 goal	Progress as of June 30, 2024
Permanent supportive housing placements	<b>500</b> households	<b>440</b> households (-12%)
Rapid rehousing placements	<b>300</b> households	<b>264</b> households (-12%)
Eviction prevention	<b>500</b> households	<b>1568</b> households (+213.6%)
Shelter units	<b>60</b> new units	<b>90</b> new units (150%)



# Washington County: Program highlights

- Reduced invoice processing time to 18 days
- Leading in health system alignment
- Advancing equity
- 48 positive/balanced news stories
- Story of Hope: Linda's journey from living unsheltered homelessness to housing stability thanks to SHS



# Washington County: Budget Realities

- The **system has reached full capacity** - 100% expenditure of budget.
- Actual revenue distribution is likely to be lower than forecasted.
- Program reductions will be necessary to prevent overspending and protect carry-over fund commitments.

We will work with the Homeless Solutions Advisory Council and the Board of County Commissioners to prioritize limited SHS resources.

**Thank you!**

**Questions and discussion**

