

Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: Supportive Housing Services Oversight Committee Meeting
Date: February 26, 2024
Time: 9:30 a.m. to 12:00 p.m.
Place: Virtual meeting ([Zoom link](#))
Purpose: Presentation from the Metro Auditor on the 2024 audit of SHS; discuss the final draft of the FY23 annual regional report and recommendations; and Metro tax collection and disbursement update.

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.	Presentation: SHS audit
10:20 a.m.	Discussion: Final draft of FY23 annual regional report
11:20 a.m.	Break
11:25 a.m.	Continue discussion: Final draft of FY23 annual regional report
11:50 a.m.	Metro tax collections and disbursement update
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:	January 29, 2024
Time:	9:30 a.m. to 12:00 p.m.
Place:	Virtual meeting (Zoom)
Purpose:	Discussion of Population A/B allocation; discussion of recommendations for FY23 annual regional report; and review of second draft of FY23 annual regional report.

Member attendees

Jim Bane (he/him), Mitch Chilcott (he/him), Co-chair Susan Emmons (she/her), Dan Fowler (he/him), Cara Hash (she/her), Carter MacNichol (he/him), Felicita Monteblanco (she/her), Jeremiah Rigsby (he/him), Mike Savara (he/him), Co-Chair Dr. Mandrill Taylor (he/him), Becky Wilkinson (she/her)

Absent members

Jenny Lee (she/her)

Elected delegates

Metro Councilor Christine Lewis (she/her), Multnomah County Commissioner Jessica Vega Pederson (she/her)

Absent elected delegates

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

Metro

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

Kearns & West Facilitator

Ben Duncan (he/him)

Welcome and Introductions

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

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

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



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

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

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

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

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

Conflict of Interest Declaration

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

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

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

Public Comment

Tom Cusack provided written public comment.

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

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

Discussion: Population A/B Allocation Memo

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

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

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

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

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

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

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

Discussion: Recommendations

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

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

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

The Committee took 5 minutes for individual Jamboard work.

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Category 1: Regional Community Strategy

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Category 2: Budgeting/Financial Reporting and Expectations

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

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

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

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

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

Category 3: Workforce Issues – Work Plan and Timeline

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

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

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

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

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

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

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

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

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

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

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

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

Category 3: Workforce Issues - Wage Equity

The Committee did not discuss this board.

Category 4: Program Expansion

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

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

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

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

Category 5: Data, Reporting and Evaluation

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

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

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

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

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

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

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

Discussion: Second Draft of the Annual Report

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

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

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

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

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

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

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

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

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

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

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

Next Steps

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

Ben shared that the next steps include:

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

Adjourn

Adjourned at 12:00 pm.

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Supportive housing services – Oversight committee

Overview of role and responsibilities

Last updated: January 2024

Background

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

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

Oversight committee role and responsibilities

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

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



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 oregonmetro.gov

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

Supportive housing services regional oversight committee

Meeting guidelines

Arrive on time and prepared.

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

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

Listen carefully and keep an open mind.

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

Avoid side conversations.

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

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

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

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

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

Group agreements

We aren't looking for perfection.

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

You are the author of your own story.

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

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

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

We are all learners and teachers.

Expertise isn't privileged over lived experience and wisdom.

Liberation and healing are possible.

Expect non-closure.

Supportive housing services - Regional oversight committee

Member bios

James Bane (he/him/his)

James is a retired physician and has been involved throughout his career in the medical care of underserved communities. He has worked as a general internist in a community health center and for the Multnomah County Health Department, as well as for the Department of Veteran's Affairs in their program serving homeless veterans. Since retirement, he has continued to provide medical care and consultation to individuals living outside and in small house communities. Having the opportunity to know these individuals and experience their living environment, he is all too familiar with the effects of homelessness on their health and the health of our community. He believes understanding and fixing the injustices and inequalities fostered by homelessness are among the highest priorities of our society.



Mitch Chilcott (he/him/his)

Mitch is the supervisor of the Spiritual Care department at Providence Portland Medical Center. He and his team provide interfaith and non-religious spiritual support to patients, families, and staff throughout the health system. Mitch is particularly interested in the development of spiritual care as a clinical discipline and believes chaplains play an important role in caring for the emotional, psychological, and spiritual needs of patients across the care continuum. Mitch is eager to join the work of building a more equitable and just housing system in our communities. When not working or volunteering, Mitch enjoys spending time with his wife, Kelcey, and their two children, Malachi and Jac.



Susan Emmons (she/her/hers)

Susan Emmons was the executive director at Northwest Pilot Project (NWPP) with over 35 years of housing experience. Additionally, she chaired the Housing and Community Development Commission (HCDC) and is a member of the Portland Housing Bond Oversight Committee. While chairing HCDC, she and others created a guiding document for future planning in terms of local budgets, and community development work. Susan realized the dire need of affordable housing, stating that she "learned that we could develop the best housing placement program possible, but if the housing didn't exist, our services were useless."



Dan Fowler (he/him/his)

Dan Fowler is the president and co-owner of Abernethy Center, former Oregon City Mayor, and co-founder of the Homeless Solutions Coalition of Clackamas County. He has served as a volunteer on numerous boards and committees, including as chair of Clackamas Heritage Partners and the Providence Willamette Falls Foundation Board. Dan is a compassionate advocate for those who are experiencing houselessness and believes that to advance racial equity, we must “serve those who have been too long ignored or left out.”

**Cara Hash (she/her/hers)**

Cara Hash joined state service in 2019 as a Branch Manager with Aging and People with Disabilities in Clackamas County. In 2021 she joined the COVID-19 Response and Recovery Unit (CRRU) supporting statewide case investigation and workforce recovery initiatives in long term care facilities. She currently serves as Regional Director of Clackamas County | District 15 providing leadership to Aging and People with Disabilities, Self Sufficiency Programs, Child Welfare, and the Oregon Eligibility Partnership. Prior to state service Cara Hash has sixteen years of non-profit experience providing mental health services, educational support, and mentoring services in Portland, Seattle, Tacoma and Los Angeles. Her work focused on advocating for and serving children, families and communities that experience inequities.

**Jenny Lee (she/her/hers)**

Jenny Lee is the deputy director at the Coalition of Communities of Color and has worked her entire career in advocating for social, economic, and racial justice. She brings a variety of experience and skills, including serving as the co-chair to the Metro affordable housing oversight committee and a background coordinating coalitions. Jenny is committed towards ensuring the “successful implementation, particularly for racial equity across the program and prioritizing self-determination for the individuals served.”



Carter MacNichol (he/him/his)

Carter MacNichol is a project manager at Shiels Obletz Johnsen and is engaged with supportive housing through his membership on the Board of Transition Projects. His previous participation on oversight committees such as the Oregon Metro Zoo Bond and the City of Portland's Arts Tax make him experienced in group decision making and collaboration. Additionally, he brings his valuable skills as the founding board chair of Proud Ground and as a developer of several mixed-use affordable housing projects. Carter is dedicated to advancing racial equity by taking "meaningful action to address systemic racism that has led to disproportionate rates of homelessness among the BIPOC community in the region."

**Felicita Montebianco (she/her/hers)**

Felicita Montebianco is the public affairs manager at Northwest Health Foundation and a local politician who is very engaged with her community. In 2017 she was elected to the board of directors for the Tualatin Hills Park & Recreation District. Felicita acknowledges the need to center the voices of those with lived experiences and the role race plays in those experiencing homelessness, stating "we must lead with race; we must lead with and acknowledge that our BIPOC communities have been disproportionately impacted by systemic racism and a lack of resources and investment in their communities."

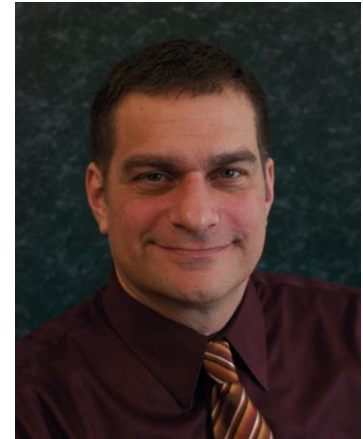
**Jeremiah Rigsby (he/him/his)**

Jeremiah Rigsby is the chief of staff at CareOregon. Jeremiah moved to Oregon in 2011 to attend Lewis and Clark Law School. Before moving to Oregon, Jeremiah was a congressional aide to US Congressman Henry Cuellar (2006-2009) and US Congressman Kurt Schrader (2009-2011). During his time on the Hill, Jeremiah worked on a number of policy issues, but focused on health care policy through the development and passage of the Affordable Care Act. After completing law school, Jeremiah joined CareOregon to help develop and advocate for Medicaid and Medicare policy. Jeremiah is devoted to public service and the committee, stating that "this work is not limited to traditional health care alone, and our work on this committee would be critical to addressing the social needs of populations that have been historically underserved."

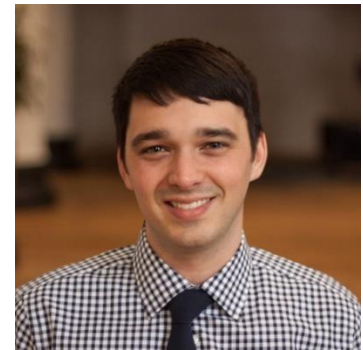


Peter Rosenblatt (he/him/his)

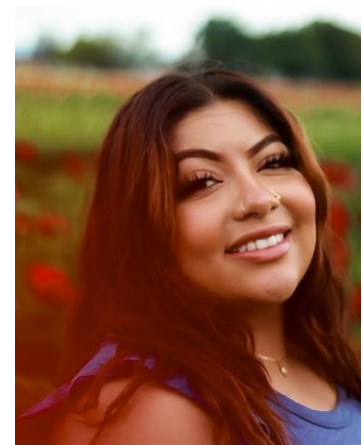
Peter has more than 35 years of experience serving youth, adults, and families experiencing or at risk of homelessness. He began his career working in Portland, the majority of that time at Janus Youth Programs. Peter taught at the University of Wisconsin-Milwaukee for three years. Peter followed his passion for direct service work and moved to Minneapolis to become the Director of Children's Services at Catholic Charities in the Twin Cities before becoming the Executive Director of The Link in January of 2010. In 2013 he returned to Oregon where he worked within the Oregon Department of Human Services and has been overseeing Northwest Housing Alternatives' Homeless Intervention Services department since July of 2019. He currently sits on the Clackamas County Continuum of Care Steering Committee and served as a member of the Clackamas County SHS Local Implementation Planning Committee. Throughout his career he strives to manifest his belief that everyone deserves safe and stable housing in his daily actions.

**Mike Savara** (he/him/his)

Mike Savara has lived in Washington County nearly his entire life and serves as the interim chief programs officer for the Housing Stabilization Division at Oregon Housing Community Services (OHCS). Mike also serves as a board member of the Washington County Housing Authority Board of Directors. He is a Licensed Clinical Social Worker and addictions counselor with over a decade of experience as a direct service professional for people experiencing homelessness and people living with behavioral health disorders. Mike is passionate about designing systems that put those that need the services at the center, especially communities of color and other groups that have too often been marginalized. Mike is committed to ensuring the measure is successful, especially with a careful eye toward racially equitable programs that will help eliminate the disparities that exist in our community.

**Margarita Solis Ruiz** (she/her/hers - ella/ellas/nosotras)

Margarita has resided in Washington County all her life. She is currently employed as a Supportive Housing Services Case Manager within Washington County. She is a first generation Purepecha from Patzcuaro, Michoacan, Mexico as her parents migrated to the United States in hopes of providing their children with equal opportunities and futures. She is the oldest sibling of five and a mother of five children. Margarita honors her family, community and career through meaningful advocacy in social, racial and economic justice. She has been an ally to the Immigration, LGBTQ+, Black Lives Matter and Women's Rights movements. Margarita believes that everyone should have equal access to housing, mental health services, education and living wage opportunities as they are fundamental to one's livelihood. She holds these matters dear to her heart as these have all been experiences in her own personal life. Margarita is determined to use her privilege, growth and knowledge for the betterment of others.



Mandrill Taylor (he/him/his)

Dr. Mandrill Taylor is an addiction psychiatrist with Kaiser Permanente. He brings his expertise in mental health, epidemiology and addiction services as well as his experience serving on multiple equity committees, including the DEI Task Force for the City of Lake Oswego. Mandrill has seen firsthand how individuals experiencing houselessness better succeed when needs are identified and supports are provided. He brings passion to ensure the stated commitment of supportive housing becomes a reality in the allocation of resources; who is served, and how they are served.

**Becky Wilkinson (she/her/hers)**

Becky Wilkinson is the outreach and peer support program manager for Providence Behavioral Health in Oregon. She manages various programs throughout the state, focused on serving people struggling with houselessness and other social determinants of health, coupled with mental health and substance use disorders. Her program won the 2021 American Hospital Association Dick Davidson Nova award honoring programs that collaborate with communities to design interventions that improve the health of individuals and their communities. Becky earned her master's degree in social work from Portland State University and is a Licensed Clinical Social Worker in the state of Oregon. She has worked in community outreach within hospital systems for over 13 years and in healthcare for 30 years.



Supportive Housing Services Oversight Committee Year 2 Recommendations

REDLINE EDITS INCORPORATING OVERSIGHT COMMITTEE DISCUSSION

The oversight committee issued recommendations to Metro Council in July of 2023 to strengthen SHS implementation and charged Metro staff with carrying the recommendations forward. Most of these recommendations are multi-year bodies of work. Progress has been made on many elements of the committee's original recommendations, but there is more to be done.

Exhibit A summarizes progress to date on these recommendations. Our updated recommendations to Metro Council aim to further advance this work so that the SHS fund's investments will yield visible, transformative results in communities across the region.

The committee charges Metro staff with developing a work plan and timeline for implementation of the updated recommendations by July 2024. Many of the recommendations are inter-connected, and the implementation plan will need to consider the relationships and intersections between them. While Metro is responsible for coordinating implementation, many partners, including the counties, service providers and the tri-county planning body are engaged in carrying this work forward. To support the committee's oversight role, we ask Metro to provide quarterly reports on recommendation progress so that the committee has a broad understanding of all the work happening across the region related to these areas of work.

Regional communication and engagement

1. **Strengthen understanding: Create and implement a robust regional communication strategy for the SHS fund that effectively reaches the broader community.** The strategy should help the community understand the complexity of homelessness, the nature and goals of the SHS fund, and communicate progress, successes and challenges in a manner that is easily accessible and understandable by the general public. Metro should fund and lead the development of the regional strategy in collaboration with jurisdictions and nonprofit providers and manage the strategy's implementation.

The regional strategy should include:

- A timeline and roll out plan that reflect the urgency of the work.
- Collaboration and coordination between Metro, counties and community-based partners to build on the communications work already happening at the county level, share learnings across jurisdictions and align on regional messaging.
- Methods for getting the message out through a wide range of channels and mediums designed to reach diverse audiences.
- A commitment to provide accurate and trustworthy regional data and information to the community.
- Clear communication on progress in meeting the SHS fund's regional goals for housing placements and racial equity.
- Communication support to counties and nonprofit providers in the form of technical assistance and access to the Metro communications team.
- Incorporation of community engagement strategies to gather input and feedback, hear the perspectives of stakeholders and community members, and promote shared understanding.

Financial and data transparency and accountability

1. **Optimize financial reporting: Strengthen strategic oversight and accountability by improving the quality, clarity and consistency of regional financial reporting.** Priority areas for Metro's work include:

- Work with counties to lead the development of tools, definitions and methodologies for measuring and reporting on spending by Populations A and B and release guidance to ensure accurate and reliable data are provided in counties' year three annual reports.
- Support the development of tools and methodologies for tracking future financial obligations such as long-term rental assistance payments.
- Align financial reporting categories with programmatic reporting to support analysis and oversight.
- Provide clearer information to the oversight committee on allocations of SHS funding to reserves and contingencies.
- Expand reporting to the oversight committee on tax collections to include collection challenges.

2. Enhance data integrity: Strengthen the accuracy, reliability and consistency of program data to support regional analysis and oversight. Priority areas for Metro's work include:

- Provide up-front guidance and support to counties on definitions and methodologies to increase the accuracy, reliability and consistency of quarterly and annual reports.
- Clearly define the SHS fund's 10-year goals and align programmatic reporting and definitions with the goals to support clearer tracking on progress.
- Strengthen regional methodologies for contextualizing SHS outcomes in relation to overall regional and county-level need. This includes calculating returns to homelessness, inflow and outflow, and methodologies for comparing SHS data with homeless population data.
- Incorporate methodologies and tools into reporting templates to capture data on street outreach including contact rates, coverage, and placement in housing and services.
- Provide user friendly summary information on program data and quarterly report progress to support the committee's oversight role.
- Work with the counties to develop systems and technologies for regional data collection that meet the needs of providers and counties while supporting Metro's regional oversight responsibilities.

3. Evaluate to inform improvement: Evaluate regional progress and refine strategies and goals as needed to maximize SHS outcomes. Priorities for Metro's work include:

- Support the collection and analysis of process and outcome metrics to inform continuous improvement in program design, strategy refinement and data-driven decision-making.
- Develop a framework for assessing service quality, service delivery methods and fidelity to established standards of practice to identify areas for improvement.
- Develop a framework for assessing the SHS fund's progress in achieving its racial equity goals at a regional level.

Workforce and capacity issues

1. Address providers' workforce and capacity needs: Develop a regional work plan reflective of community-identified needs with timelines that incorporate short-term and long-term strategies for addressing workforce and capacity issues. The work plan should consider the following:

- Multi-year capacity building investments
- Regional training and capacity building support for providers
- A particular focus on meeting the needs of small, emerging and culturally specific providers
- An assessment of the current guidelines for allocation and use of administrative funds to ensure that providers' expenses necessary to administer SHS programs are covered
- Regional strategies to support livable wages for direct service staff

- Additional supports for existing staff (e.g. mental health and wellbeing) to increase staff retention
 - A framework for regular monitoring and evaluation
- 2. Provide multi-year capacity building funding: Develop and implement a regional strategy for providing multi-year capacity building investments for service providers:**
- Complete Metro’s feasibility assessment with the counties to determine how multi-year capacity building investments can be made.
 - Work collaboratively with counties to problem solve to address any administrative hurdles to developing multi-year grants .
 - Design a regional strategy to provide multi-year capacity building investments for service providers, with a particular focus on culturally specific, small and emerging providers.
 - Report back to the committee with funding requirements, expected outcomes, potential funding commitments and an implementation timeline.
- 3. Institute livable wages: Address service provider wage/compensation equity to provide better guidance to county partners in meeting their SHS equity goals and to develop more consistency in wage standards across the region:**
- Develop strategies in collaboration with jurisdictions and local and state stakeholders that take into account the distinct context and challenges of implementation in each county.
 - Prioritize the needs of small, emerging and culturally specific providers.
 - Work collaboratively with counties to problem-solve strategies to address any administrative hurdles to providing county contracts that enable service providers to pay livable wages to direct service staff.
- 4. Streamline county administrative practices: Work collaboratively with the counties to support the development of systems for managing procurements, contracts and spending that match the urgency of the crisis. This includes:**
- Creating more nimble and responsive administrative practices that are able to leverage the SHS fund’s unprecedented flexibility.
 - Streamlining contract administration practices to better support provider capacity and expedite program implementation.
 - Promoting payment practices that provide up front funding to support program start-up costs and expedited payments during implementation, particularly for small, emerging and culturally specific providers.

Program expansions

- 1. Expand access to health and behavioral health services: Continue work to identify and implement regional strategies that facilitate integration of health services, with a focus on behavioral health including mental health and recovery support services:**
- Prioritize the needs of people of color and LGBTQ+ households in accessing health and behavioral health services.
 - Integrate health and behavioral health services into outreach, shelter, housing navigation, short-term housing and permanent housing, including strengthening crisis and long-term supports.
 - Continue to provide regional oversight and coordination to strengthen system-level integration and support county and program-level integration strategies.
 - Expand reporting on ongoing work to integrate health and behavioral health services in SHS programming at all levels (project-level, county-level and regional).

2. Strengthen implementation of new programs: Monitor implementation of new and expanded program areas to support accountability and effectiveness:

- Monitor program areas that did not meet regional or county-level year two goals, particularly rapid rehousing, to assess whether they will meet their goals in year three and provide oversight and problem-solving support as needed.
- Monitor cross-sector alignment and programming to assess the need for regional strategies to support integration of wraparound supports such as employment, workforce and education.

3. Promote comprehensive outreach: Increase the visible impact of SHS investments through outreach strategies that are scaled to match the need:

- Provide information to support the oversight committee's monitoring of counties' outreach work, including the scale and scope of outreach efforts, who is being reached, and the outcomes.
- Work collaboratively with counties to identify opportunities to expand outreach strategies as needed to support a robust regional infrastructure for reaching the unsheltered population and connecting them with services.

Supportive Housing Services Oversight Committee Year 2 Recommendations

REDLINE EDITS INCORPORATING OVERSIGHT COMMITTEE DISCUSSION

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

Exhibit A summarizes progress to date on these recommendations ~~and Metro's commitments for the upcoming year.~~ Our updated recommendations to Metro Council aim to further advance this work so that the SHS fund's investments will yield visible, transformative results in communities across the region.

The committee charges Metro staff with developing a work plan and timeline for implementation of the updated recommendations by July 2024. Many of the recommendations are inter-connected, and the implementation plan will need to consider the relationships and intersections between them. While Metro is responsible for coordinating implementation, Many-many partners, including Metro, the counties, service providers and the tri-county planning body have a role to play are engaged in carrying this work forward. To support the committee's oversight role, we ask Metro to expand its tracking and reporting on provide quarterly reports on recommendation progress to include all of this so that the committee has a broad understanding of all the work happening across the region related to these areas of work, not just Metro's role.

Regional communication and engagement

1. **Strengthen understanding: Create and implement a robust regional communication strategy for the SHS fund that effectively reaches the broader community.** The strategy should help the community understand the complexity of homelessness, the nature and goals of the SHS fund, and communicate progress, successes and challenges in a manner that is easily accessible and understandable by the general public. Metro should fund and lead the development of the regional strategy in collaboration with jurisdictions and nonprofit providers and manage the strategy's implementation.

The regional strategy should include:

- A timeline and roll out plan that reflect the urgency of the work.
- Collaboration and coordination between Metro, counties and community-based partners to build on the communications work already happening at the county level, share learnings across jurisdictions and align on regional messaging and increase the effectiveness of communications across the region.
- Methods for getting the message out through a wide range of channels and mediums designed to reach diverse audiences.
- A commitment to provide accurate and trustworthy regional data and information to the community.
- Clear communication on progress in meeting the SHS fund's regional goals for housing placements and racial equity.
- Communication support to counties and nonprofit providers in the form of technical assistance and access to the Metro communications team.
- Incorporation of community engagement strategies to gather input and feedback, hear the perspectives of stakeholders and community members, and promote shared understanding.

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

Financial and data transparency and accountability

- 1. Optimize financial reporting: Strengthen strategic oversight and accountability by improving the quality, clarity and consistency of regional financial reporting.** Priority areas for ~~improvement~~ Metro's work include:
 - Work with counties to lead the development of tools, definitions and methodologies for measuring and reporting on spending by Populations A and B and release guidance to ensure accurate and reliable data are provided in counties' year three annual reports.
 - ~~Develop clarity on~~ Support the development of tools and methodologies for tracking future financial obligations such as long-term rental assistance payments.
 - Align financial reporting categories with programmatic reporting to support analysis and oversight.
 - Provide clearer reporting information to the oversight committee on allocations of SHS funding to reserves and contingencies.
 - Expand reporting to the oversight committee on tax collections to include collection challenges.
- 2. Enhance data integrity: Strengthen the accuracy, reliability and consistency of program data to support regional analysis and oversight.** Priority areas for ~~improvement~~ Metro's work include:
 - Provide up-front guidance and support to counties on definitions and methodologies to increase the accuracy, reliability and consistency of quarterly and annual reports.
 - Clearly define the SHS fund's 10-year goals and align programmatic reporting and definitions with the goals to support clearer tracking on progress.
 - Strengthen regional methodologies for contextualizing SHS outcomes in relation to overall regional and county-level need. This includes calculating returns to homelessness, inflow and outflow, and methodologies for comparing SHS data with homeless population data.
 - ~~Require more detailed reporting~~ Incorporate methodologies and tools into reporting templates to capture data from the counties on street outreach including contact rates, coverage, and placement in housing and services.
 - Provide user friendly summary information on program data and quarterly report progress to support the committee's oversight role.
 - Work with the counties to develop systems and technologies for regional data collection that meet the needs of providers and counties while supporting Metro's regional oversight responsibilities.
- 3. Evaluate to inform improvement: Evaluate regional progress and refine strategies and goals as needed to maximize SHS outcomes.** Priorities for ~~the upcoming year~~ Metro's work include:
 - Support the collection and analysis of process and outcome metrics to inform continuous improvement in program design, strategy refinement and data-driven decision-making.
 - Develop a framework for assessing service quality, service delivery methods and fidelity to established standards of practice to identify areas for improvement.
 - Develop a framework for assessing the SHS fund's progress in achieving its racial equity goals at a regional level.

Workforce and capacity issues

- 1. Address providers' workforce and capacity needs: ~~Perform a needs assessment and eD~~ Develop a regional work plan reflective of community-identified needs with timelines that incorporate short-term and long-term strategies for addressing workforce and capacity issues.** The work plan should consider the following:
 - Multi-year capacity building investments
 - More-Regional training and capacity building support for providers
 - A particular focus on meeting the needs of small, emerging and culturally specific providers
 - An assessment of the current guidelines for allocation and use of administrative funds to ensure that all-providers' expenses necessary to administer SHS programs are covered
 - Strategies-Regional strategies that to support livable wages for direct service staff
 - Additional supports for existing staff (e.g. mental health and wellbeing) to increase staff retention
 - A framework for regular monitoring and evaluation
- 2. Provide multi-year capacity building funding: Develop and implement a regional strategy for providing multi-year capacity building investments for service providers:**
 - Complete Metro's feasibility assessment with the counties to determine ~~whether and~~ how multi-year capacity building investments can be made.
 - Work ~~with counties to address bureaucratic and administrative hurdles~~ collaboratively with counties to problem solve to address any administrative hurdles to developing multi-year grants to leverage the flexibility that SHS funding offers.
 - Design a regional strategy to provide multi-year capacity building investments for service providers, with a particular focus on culturally specific, small and emerging providers.
 - Report back to the committee with funding requirements, expected outcomes, potential funding commitments and an implementation timeline.
- 3. Institute livable wages: Address service provider wage/compensation equity to provide better guidance to county partners in meeting their SHS equity goals and to develop more consistency in wage standards across the region:**
 - Develop strategies in collaboration with jurisdictions and local and state stakeholders that take into account ~~the each county's~~ distinct context and challenges of implementation in each county.
 - Prioritize the needs of small, emerging and culturally specific providers.
 - Work collaboratively with counties to problem-solve strategies to address ~~bureaucratic and any~~ administrative hurdles to provide-providing county contracts that enable service providers to pay livable wages to direct service staff.
- 4. Streamline county administrative practices: ~~Shift how counties~~ Work collaboratively with the counties to support the development of systems for manage-managing procurements, contracts and spending ~~to~~ that match the urgency of the crisis. This includes:**
 - ~~Update bureaucratic protocols to create~~ Creating a more nimble and responsive system administrative practices that are able to leverage the SHS fund's unprecedented flexibility.
 - Streamlining Streamline counties' contract administration practices to better support provider capacity and expedite program implementation.
 - ~~Promote~~ Promoting payment practices that provide up front funding to support program start-up costs and expedited payments during implementation, particularly for small, emerging and culturally specific providers.

Program expansions

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

Metro Supportive Housing Services Program

Supportive Housing Services audit - January 2024

[Supportive Housing Services Audit webpage](#)

[Full audit report](#)

[Audit highlights](#)



Memo

Date: February 20, 2024
 To: Supportive Housing Services Oversight Committee
 From: Rachael Lembo, Finance Manager
 Subject: FY24 Monthly Tax Collection and Disbursement Update

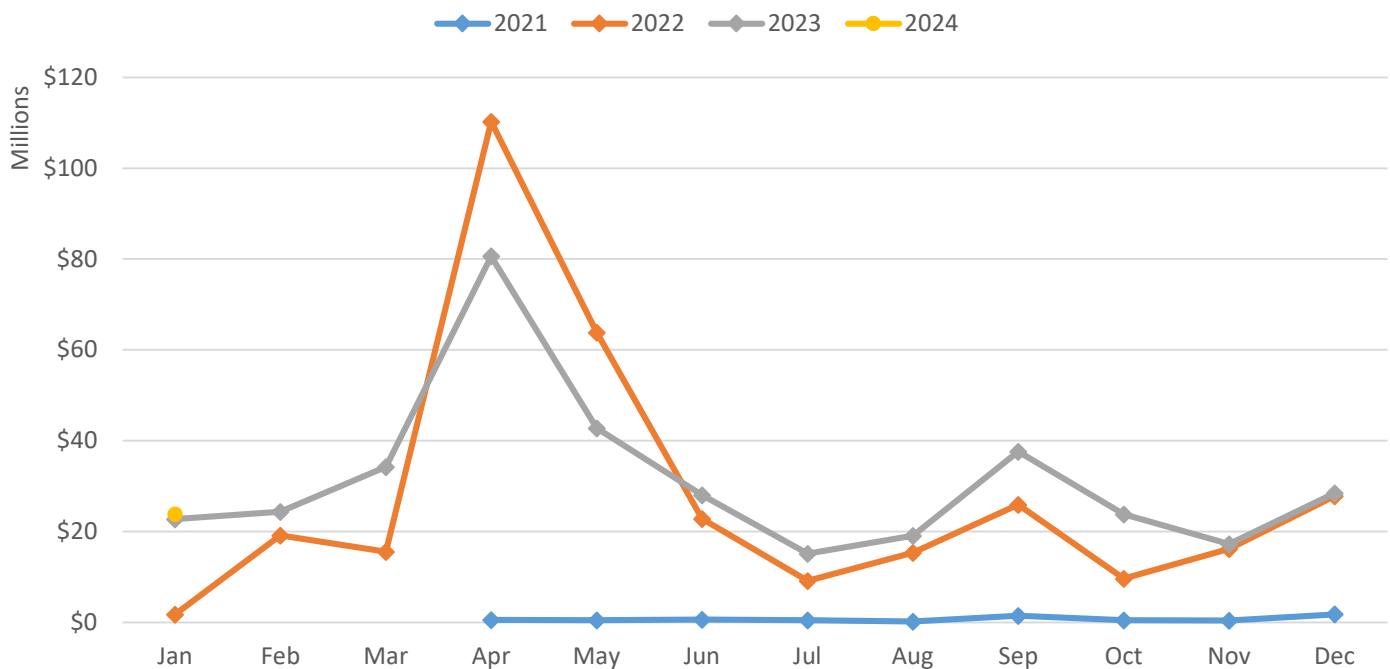
This financial update is designed to provide the information necessary for the SHS Oversight Committee to stay up to date on the latest tax collection and disbursement figures.

Revenue collections have closely followed the prior year pattern for the last few months, which includes the quarterly estimated payments for businesses in December and for the personal income tax in January. This suggests that the tax base is stabilizing. We will incorporate this information into our March forecast update; at this time, we do not expect the five-year forecast numbers to change significantly.

Tax Collections

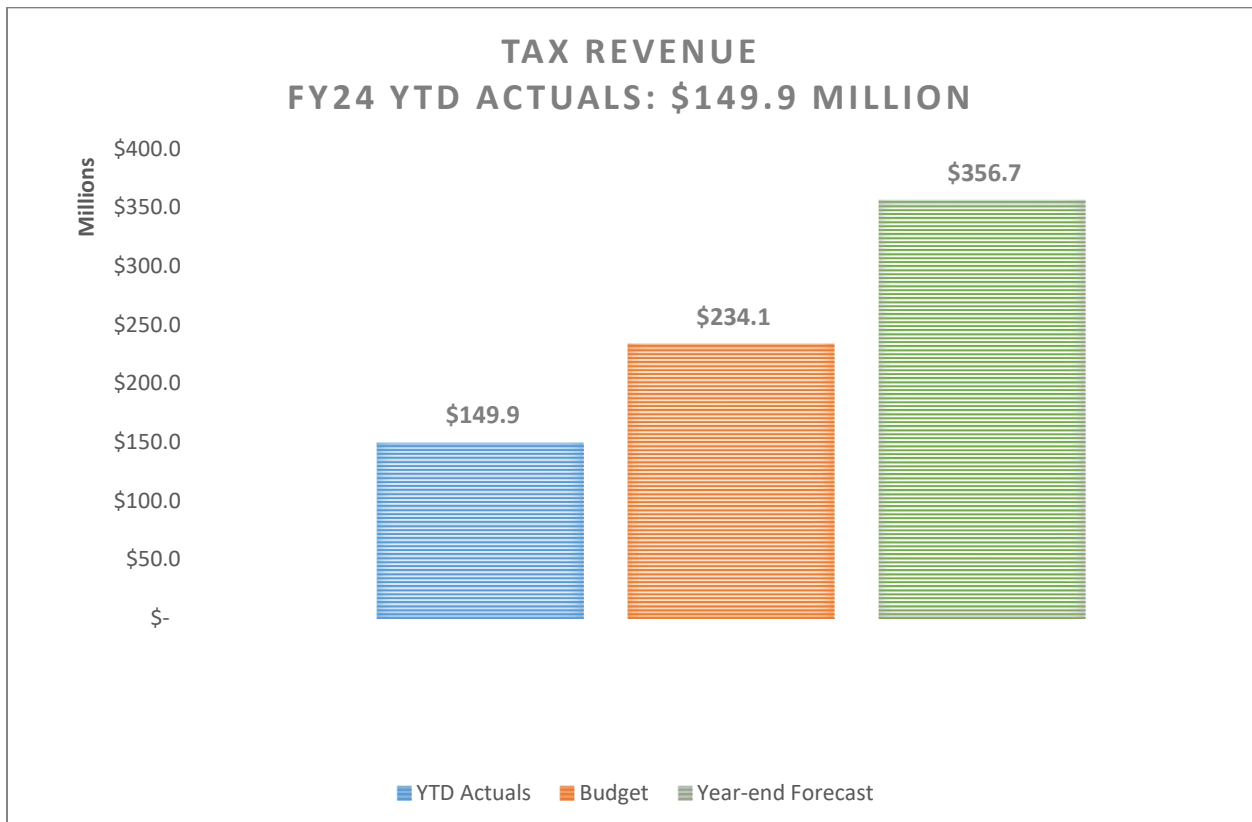
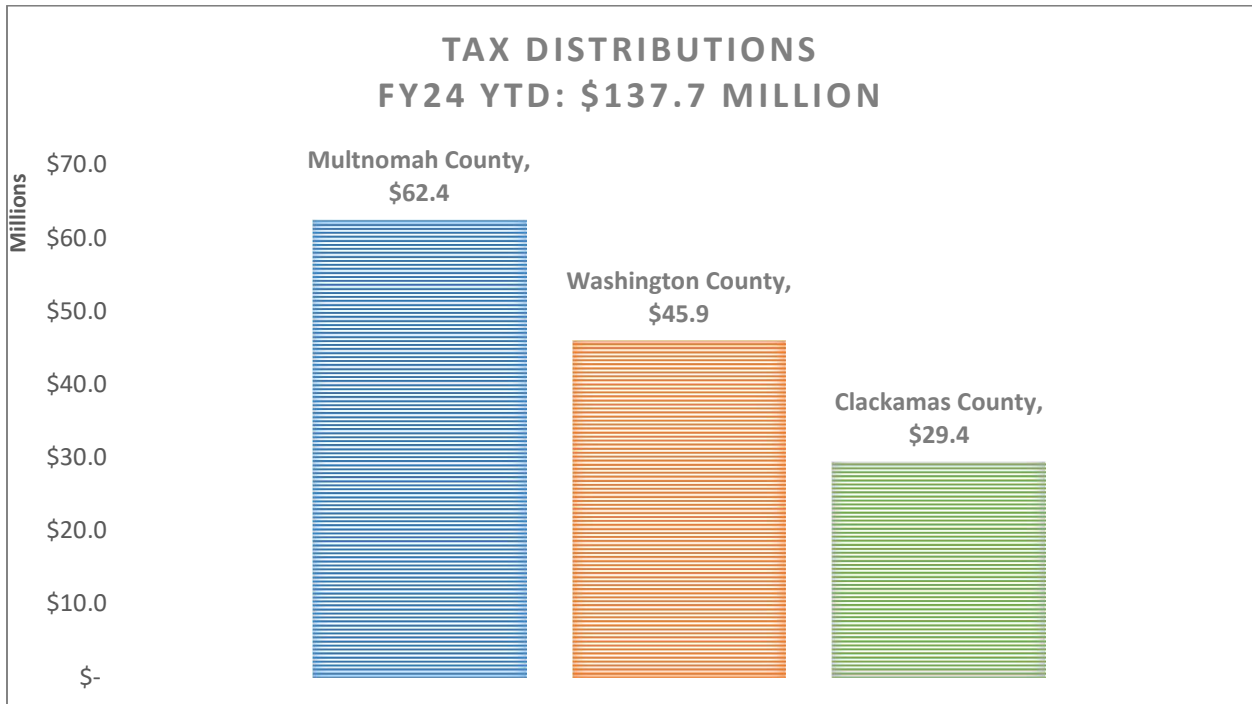
Monthly tax payments made to the tax administrator are shown below.

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 through January 2024.





December 2023 Multnomah County
Corrective Action Plan Updates

1. **CAP Item #1 - Temporary Alternative Shelter Sites (TASS):** In January 2024, the City of Portland received \$4.7M for capital investments towards the development of two shelter sites.
2. **CAP Item #4 - Capacity Building and Organizational Grants:** Payment to United Way occurred in December 2023. United Way is now awarding and managing grants to service providers. Two listening sessions were completed to provide an overview of this new source of flexible funding to strengthen workforce recruitment and retention. It is not a competitive grant process and all contracted providers who indicate interest are awarded grants in Quarter 3. Award amounts will be determined based on the total number of FTE that support homeless and housing services within an organization. Outcomes will focus on annualized vacancy rates and annualized employee retention rates.
3. **CAP Item #7 - Housing Multnomah Now (HMN):** The County has added two additional referral pathways to the program that would increase the amount of households that can be referred to the HMN. The second site in East Multnomah County is active. In addition, the County will be starting a new site in Old Town in February 2024 as the third location.
4. **Upcoming Amendments to the CAP:** The JOHS and Metro staff are working through upcoming amendments to the following CAP items listed below. These amendments do not shift the intention of where the CAP investments are going but will open channels for more fluid spend down.
 - a. CAP Item #7 - Housing Multnomah Now (HMN)
 - b. CAP Item - #9 - Clean Start
 - c. CAP Item #10 - Shelter Capital Projects
 - d. New CAP Item #11 - Capital Acquisition

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

PLAN VERSION: August 27, 2023

FINANCIAL REPORTING THROUGH: December 31, 2023

PROGRESS TOWARDS GOALS	
On Track	Corrective Action is expected to spend funding as described in the monthly spend-down plan and be complete by the end of the timeline period.
At Risk	Corrective Action is not spending funding as described in the monthly spend-down plan and/or will not be complete by the end of the timeline period. County to provide explanation to Metro of the variance from the spend-down plan and revised action plan.
Complete	Corrective Action is complete (95% spent).

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1	Temporary Alternative Shelter Sites (TASS) 1. Shelter Expansion 2. City of Portland 3. TASS capital needs	\$4,684,756	Full amount allocated to the City of Portland via signed IGA and contract executed by Q1 FY24.	Purchase 140 pods + RV/vehicle for two sites. This provides a capital investment towards the development of two shelter sites serving 200+ people opening in FY24.	Minimum spend of \$4,450,518 by June 2024.	On Track FY24 YTD spending: \$0 Payment to City of Portland completed in January.
2	Technical Assistance (TA) Provider Support 1. Provider and Program Support 2. JOHS SHS providers 3. TA Provider Support	\$1,750,000	Approved providers will receive payments for the requested TA amounts in July 2023.	JOHS providers current contracts amended to include the additional TA requests that have been submitted.	Minimum spend of \$1,662,500 by August 2023.	Complete FY23 spending: \$1,783,417 (102%) Providers received payment in FY23 for previously requested technical assistance.
3	Near-Term Strategic Capital	\$500,000	Equipment purchased and received on or	Acquire near-term strategic capital	Minimum spend of	Complete FY23 spending:

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	Investments 1. Provider and Program Support 2. No partners involved 3. Near-Term Strategic Capital Investments		before June 30, 2023.	investments for Severe Weather Shelter Supplies.	\$475,000 by June 2023.	\$509,998 (102%) Severe weather shelter supplies were purchased and received in FY23.
4	Capacity Building and Organizational Health Grants to contracted service providers 1. Provider and Program Support 2. JOHS SHS Providers 3. Capacity Building and Organizational Health Grants to contracted service providers	\$10,000,000	Grant awards and payments to SHS providers will be made by the Q3 FY24.	Multnomah County will use this funding to provide capacity building and organizational health grants to JOHS SHS providers. The grants follow a formula approach, and the designated grant period spans from January 1, 2024 - December 31, 2024	Minimum spend of \$9,500,000 by December 2023.	On Track / Slight delay FY24 YTD spending: \$10,000,000 United Way's contract has been executed and payment occurred on 12/29/23. United Way is now awarding and managing grants to service providers. Provider grants from United Way will be completed by FY Q3.

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5	Increase FY23 COLA by 2% 1. Provider and Program Support 2. JOHS SHS providers	\$1,500,000	Increase SHS portion of providers contracts by Q4 FY23.	Increase SHS portion of providers contract by 2% in FY23.	Minimum spend of \$1,425,000 by August 2023.	Complete FY23 spending: \$1,442,886 (96%) 40+ JOHS providers received a 2% COLA in FY23.
6	Immediate Response Client and Rent Assistance 1. Provider and Program Support 2. JOHS SHS Providers	\$8,037,314	Q1 FY24: \$0 Q2 FY24: \$2,009,329 Q3 FY24: \$2,009,329 Q4 FY24: \$4,018,657	This program will make client and rent assistance available to JOHS providers for 221 households.	Minimum spend of \$7,635,448 by June 2024.	On Track FY24 YTD spending: \$2,486,437 JOHS has allocated all funds across 18 service providers.
7	Housing Multnomah Now 1. Dedicated Housing Program 2. JOHS Program	\$10,000,000	Q1 FY24: \$500,000 Q2 FY24: \$1,500,000 Q3 FY24: \$2,000,000 Q4 FY24: \$4,000,000	HMN will engage 300 individuals who do not have homes and connect them with housing over FY24/FY25. This	Minimum spend of \$8,000,000 by June 2024.	At Risk FY24 YTD spending: \$783,936 The County has added two additional referral

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			Q1 FY25: \$500,000 Q2 FY25: \$1,500,000	investment includes rent and client assistance, street outreach, housing placement capacity, housing retention, landlord recruitment, etc.		pathways to the program that would increase the amount of households that can be referred to the HMN. In addition, the County will be starting a new site in Old Town in February 2024 as the third location.
8	Move-in Multnomah 1. Dedicated Housing Program 2. JOHS Program	\$4,366,530	Q1 FY24: \$218,327 Q2 FY24: \$654,980 Q3 FY24: \$1,309,959 Q4 FY24: \$2,183,265	Move-in Multnomah will arrange for 140 rooms to be leased	Minimum spend of \$4,148,204 by June 2024.	On Track FY24 YTD spending: \$547,802 JOHS has 17 providers, across 19 programs and all funding is allocated with contracts executed. Although spending slowed, it is anticipated to increase in the third quarter. Currently there are several invoices from

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						providers that are being processed.
9	Clean Start 1. Provider and Program Support 2. Central City Concern	\$1,934,005	Executed contract with CCC by Q1 FY24.	Clean start is a Central City Concern workforce readiness program, it engages people who have experienced homelessness providing them with a path to future work while also supporting community cleanliness.	Minimum spend of \$1,837,305 by June 2024.	On Track FY24 YTD spending: \$118,315 CCC contract was executed in September 2023.
10	Shelter Capital Projects 1. JOHS Program	\$3,600,000	Q1 FY24: \$0 Q2 FY24: \$0 Q3 FY24: \$1,800,000 Q4 FY24: \$1,800,000	The amount held for Shelter Capital Projects is to improve existing shelters or land that the County owns that will be used for shelters.	Minimum spend of \$3,420,000 by June 2024.	On Track FY24 YTD spending: \$0 Currently, HMA is in the process of conducting a comprehensive assessment of our shelter system. Working

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						with Metro to amend the Corrective Action Plan for JOHS to use the shelter capital to purchase a residential alcohol and drug treatment property through one of our non profit providers. The remaining amount is held for shelter capital projects to improve two micro-village alternative shelter sites.
11	Program Reserves 1. Doug Fir RLRA Guarantee	\$303,439	Full amount in reserves.	The Doug Fir RLRA Guarantee fully funds the liability associated with the multi-year commitment to fund rent assistance in this affordable project.	\$303,439 to be reflected on Q4 FY23 Report.	Complete FY24 budget reflects \$303,439 in reserves for Doug Fir RLRA Guarantee.

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12	Contingency Reserve (SHS IGA § 5.5.4) 1. Contingencies + Stabilization 1. JOHS Program IGA Reserves	\$4,809,513	Full amount in contingency.	The amount is aligned with IGA stipulations.	\$4,809,513 to be reflected on Q4 FY23 Report.	Complete FY24 budget reflects \$4,809,513 in contingency.
13	Stabilization Reserve (SHS IGA § 5.5.3) 1. Reserves & Contingencies 2. JOHS Program Regional Coordination Implementation Fund	\$9,619,026	Full amount in reserves.	The amount is aligned with IGA stipulations.	\$9,619,026 to be reflected on Q4 FY23 Report.	Complete FY24 budget reflects \$9,619,026 in stabilization reserve.
14	System Access, Assessment & Navigation 1. Provider and	\$588,840	Q1 FY24: \$29,442 Q2 FY24: \$88,326 Q3 FY24: \$176,652 Q4 FY24: \$294,420	The program will provide system access, assessment, and navigation of support services	Minimum spend of \$559,398 by June 2024.	On Track FY24 YTD spending: \$171,674 This is an expansion of

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	Program Support 2. JOHS SHS Providers			needed to make critical homeless services equitably accessible to the diverse communities experiencing homelessness. By June 30, 2024, the goal is to assist with referral information for 100 shelter and housing service requests received.		the multi-agency navigation team collaborative that began in FY 22.
15	Supportive Housing -- Countywide Coordination 1. Provider and Program Support 2. MultCo Dept	\$202,669	Q1 FY24: \$10,133 Q2 FY24: \$30,400 Q3 FY24: \$60,801 Q4 FY24: \$101,335	The program leverages and builds on existing intensive behavioral health programs in the Health Department's Behavioral Health Division that serve this vulnerable population, as well as funding new	Minimum spend of \$192,536 by June 2024.	On Track FY24 YTD spending: \$175,053 The Health Department's Behavioral Health Division is on track with programming

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				programming in the Behavioral Health Resource Center (BHRC). By June 30, 2024, 7 individuals will either be placed in permanent/retained in housing or staying in motel-based emergency shelter.		and this supports the coordination of various SHS funded programs.

METRO SUPPORTIVE HOUSING SERVICES TRI-COUNTY PLANNING BODY

Monthly progress report | February 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	Staff from the counties will return to the TCPB in February 2024 with the prioritization requested on the recommendations informed by the areas of further exploration identified by Focus Strategies and the TCPB. Metro and county staff will then work together on creating an implementation plan for the TCPB’s approval.
Coordinated Entry	The Coordinated Entry Regional Alignment Workgroup (CERAW) continues to meet monthly, with the third meeting on February 12 th . At the January 8 th CERAW meeting, consensus on four major areas of collaboration emerged. These items are undergoing further refinement ahead of presentation to TCPB. On January 29 th , we held the first meeting of the data sharing workgroup, focused on both sharing Coordinated Entry data across counties and on sharing Coordinated Entry data with the healthcare system. Work is beginning on gathering and utilizing input from those with lived experience throughout the process.
Healthcare system alignment	The new leadership, meeting, and workgroup structure is operating. On January 29 th , we held the first meeting of the data sharing workgroup, focused on both sharing Coordinated Entry data with the healthcare system and sharing Coordinated Entry data across counties. Planning for implementation of the Medicaid Waiver is focused on the administrative structure and flow of funding, and it continues at the regional leadership meetings. Homebase has met with staff from the counties to learn about their priority healthcare/housing projects and identify opportunities for pilot projects that support the work of the system integration

Training + Technical Assistance

project teams. There is nearly consensus on a list of major work areas.

The cooperative procurement with the Counties to increase the pool of qualified technical assistance providers and capacity-building support is on track to open later in February. If you are aware of consultants, firms, or nonprofit service providers who may be interested in applying to provide those services, please email Ash Elverfeld, Technical Assistance and Training Program Manager, at ash.elverfeld@oregonmetro.gov for more information. Cole Merkel has started as the Metro Housing's new Regional Capacity Manager. In the coming weeks the team will be posting to hire the remaining three positions for the Regional Capacity team.

Employee Recruitment and Retention

Homebase will reconvene the Stakeholder Workgroup in February. Homebase continues to engage staff from the counties, service providers, and Metro to inform recommendation development.

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

EXISTING REGIONAL PROGRAMS AND COORDINATION EFFORTS

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



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

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

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

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

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

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

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

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

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

Tri-County Planning Body Meeting Summary

Meeting: Supportive Housing Services Tri-County Planning Body Meeting
Date: Wednesday, January 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 an update and provide feedback on the progress of the Healthcare Systems Alignment work.

Member attendees

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

Absent members

Yvette Hernandez (she/her), 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 – Breanna Flores (she/they), Kanoe Egleston (she/her), Washington County – Nicole Stingh (she/her), Jes Larson (she/her)

Metro

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

Kearns & West Facilitators

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

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

Welcome and Introductions

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

The TCPB approved the December Meeting Summary.

Public Comment

No public comment was received.

Tri-County Planning Body Meeting Summary

Staff Updates

Nicole Stingh, Washington County, stated that Governor Tina Kotek's Executive Order 2302 ended today and that Washington County exceeded all its goals. She added that Just Compassion Resource Center had its groundbreaking recently and that Washington County is hiring an equity coordinator for its housing department. She shared that for the Regional Landlord Recruitment and Retention Goal, county leadership from all three counties is narrowing down and prioritizing the recommendations and will develop a memo to share with the TCPB in February.

Breanna Flores, Multnomah County, thanked the TCPB for their patience as they developed the memo. She shared that Multnomah County's behavioral health department released a notice of funding award (NOFA) for a stabilization center with over 20 beds. She stated that last night the capacity building work group from the Supportive Housing Services (SHS) Advisory Committee is moving their recommendations forward to the SHS Advisory Committee.

Vahid Brown, Clackamas County, shared that all three counties exceed their Executive Order goals, which is cause for celebration. He thanked community partners for their work in exceeding the goals and shared that Clackamas County released a NOFA for city-led initiatives to meet housing service needs in rural areas. He stated that Stacy Boom has joined Clackamas County's housing department as the equity and engagement lead.

Patricia Rojas, Metro, shared that 2023 was a year of growth for SHS, and is eager to make progress and address the housing crisis. She stated that Metro has hired four new staff to start in the next four weeks and several positions are still open. She shared that the Metro Auditor released the SHS audit which should be in TCPB members' emails and that Metro leadership has drafted a response. She elaborated that the auditor will present to the TCPB at the next meeting and that the audit includes improvement areas.

Progress Update: Homeless/Healthcare Systems Alignment Regional Goal

Presentation

Abby Ahern, Metro, reviewed the Homeless and Healthcare Systems Alignment Regional Goal timeline of work completed to date and work anticipated through 2024. She highlighted that Metro has been working with Homebase and convening with counties and healthcare systems stakeholders to identify alignment opportunities, including the Medicaid Waiver.

Gillian Morshedi, Homebase, introduced herself and shared Health Share has been working on the Medicaid Waiver, Housing Benefit Pilot, and medical case conferencing pilots.

Alyssa Craigie, Health Share, introduced herself and reminded the TCPB of Health Share's August presentation that discussed the Medicaid Waiver. She shared that Health Share's Housing Benefit Pilot program piloted a Medicaid housing benefit concept using health-related services funding, which resulted in 545 individuals enrolled in the program. She shared that the implementation of the housing benefit program has been postponed until November 2024 and the population has shifted to individuals at risk of houselessness.

Gillian Morshedi, Homebase, shared a graphic that showed the structure of the regional systems alignment coordination, which includes three focus areas: Medicaid Waiver implementation, data integration, and systems integration implementation. She stated that the regional leadership team provides oversight and coordination of healthcare/housing alignment work and will provide updates to the TCPB.

Tri-County Planning Body Meeting Summary

Acacia McGuire Anderson, Clackamas County, introduced herself and highlighted that Clackamas County has begun case conferencing with health providers, has received a grant from Kaiser to do respite care, and has been working to identify how to support those looking for housing or are newly housed.

Lori Kelley, Multnomah County, shared they have begun a healthcare case conferencing pilot and chat team, and have moved the Frequent Users Systems Engagement (FUSE) project into the implementation phase, which has identified frequent users of the healthcare, criminal, and houseless systems and how to better address their needs.

Allie Alexander Sheridan, Washington County, introduced herself and shared they have launched their Low Acuity Transitional Services (LATS) program at their Hillsboro site and have hired a new health and housing coordinator. She highlighted that they have added Care Oregon to their healthcare case conferencing program.

Gillian Morshedi, Homebase, shared that members for the data integration work group have been identified and outreached and the group has been identified as key to moving alignment priorities forward. She stated that Homebase is developing a regional landscape of ongoing and planned healthcare/housing projects and priorities to identify common themes. She shared that this work would lead to recommendations that the counties will bring back to the TCPB. She stated that emerging priorities include Medicaid Waiver implementation, data sharing, respite/recuperative care, cross-system care coordination, and service integration.

Valeria McWilliams, Metro, added that the SHS Oversight Committee recommendations overlap with some of these priorities.

Questions and Answers

Cristina Palacios shared that she has heard some workers are losing their health insurance because they are sick and because they are sick, they lose their employment and cannot get into housing. She asked what was being done about that and suggested extending their health insurance.

Abby Ahern, Metro, replied that is a challenge across the country and they are currently working at a systems level. She reflected that continuity of care and accessing the services people need when they are eligible is integral to this work.

Nicole Larson noticed that systems integration and substance use disorder are listed separately from case conferencing, and wondered if behavioral and mental health providers were included in case conferencing.

Acacia McGuire Anderson, Clackamas County, replied that Clackamas County includes behavioral health in case conferences and Care Oregon.

Allie Alexander Sheridan, Washington County, added that Care Oregon has joined the case conferencing table, but there are no substance abuse partner organizations at the table. She shared that there are care coordinators at the table and most case conferencing is done for specific individuals.

Mercedes Elizalde asked what is meant by housing systems, and if it included all funding sources or just SHS.

Abby Ahern, Metro, replied that they mean county housing leads and entities at the systems level that receive all funding sources.

Tri-County Planning Body Meeting Summary

Mercedes Elizalde noticed that housing providers weren't at the table and asked when they would be engaged.

Abby Ahern, Metro, replied that the question is being considered and the initial version of the leadership group was very large and included providers. She elaborated that when the priority population shifted, the leadership group shifted.

Mercedes Elizalde stated that she is concerned that without providers at the table, there will be recommendations that aren't doable in the suggested timeline and would slow the process down.

Zoi Coppiano shared her excitement and concern for work groups, including unintended consequences with information exchange. She suggested being thoughtful when creating intake forms that are inclusive to communities.

Nicole Larson stated that she is interested in the real-life application from a client perspective and reflected on her experience as a clinical case manager making multiple phone calls to access care. She assumed that after the case conferencing pilot stage it would expand to those experiencing homelessness.

Abby Ahern, Metro, replied that they are trying to solve that scenario of administrative burden. She clarified that the case conferencing is not for those at risk of homelessness, that is the Medicaid Waiver's population focus.

Allie Alexander Sheridan, Washington County, added that what Nicole described is what they are trying to mitigate and over half of those in the case conferencing program have been unhoused for an average of six years. She shared that case conferencing creates notes for certain transactions such as who their primary care physician is, so when an individual disappears from a system and then appears at a shelter several months later, that data follows them.

Nicole Larson asked if there is help for those who visit the emergency department in hospitals.

Allie Alexander Sheridan, Washington County, responded that is a theme they see and case conferencing notes significant health engagement information. She shared there was a case where an individual had 90 emergency department visits and was connected to a primary care physician to mitigate those visits.

Valeria McWilliams, Metro, circled back to Mercedes Elizalde's comments regarding healthcare/housing systems recommendations and shared that they want to ensure there is enough time for feedback on the practicability of recommendations. She assured the TCPB that work would be adjusted to reflect their considerations and that timelines would be flexible as long as the work is moving forward correctly.

Ben Duncan, Kearns & West, asked if he heard correctly there was a connection to the justice system with case conferencing.

Lori Kelley, Multnomah County, replied that was part of the Frequent Users Systems Engagement (FUSE) program which includes justice-involved data, which is in the design phase.

Washington County Chair Kathryn Harrington added that Washington County's community corrections team is starting to link directly with the SHS team so that as folks are exiting the correction center, they have a connection to housing and support services.

Tri-County Planning Body Meeting Summary

Nicole Larson suggested adding case managers as folks to include at the table to identify any barriers and provide advice.

Co-chair Eboni Brown shared that in Washington County there are weekly programs that meet with county staff and communicate what is and isn't working.

Cristina Palacios asked how Greater Good Northwest is getting input for what is and isn't working for each system.

Co-chair Eboni Brown replied that they receive information from case managers on what is and isn't working and relay that information back to county staff at county-hosted regular meetings.

Mercedes Elizalde reflected that everyone will have to change and try new things and wanted to clarify that feedback from providers would include things that are possible to implement within the current structure and also things that will require new structures and investments such as training. She added that specificity would be helpful as the TCPB moves towards determining the uses of the Regional Investment Fund (RIF).

Co-chair Eboni Brown agreed and stated that medical input and case managers sharing information will be a positive game changer and lead to more trauma-informed practices.

Health Share Substance Use Disorder / Mental Health Ecosystem Analysis

Liam Frost, Metro, shared that the next presentation details the intersection of housing stability and the mental health ecosystem.

Dr. Maggie Bennington-Davis, Health Share, introduced herself and shared that the ecosystem analysis focused on the nexus of substance use disorders, mental illness, and social determinants of health, specifically housing insecurity and homelessness. She shared that the goal of the analysis was to understand acuity and develop strategies to close service gaps and improve outcomes.

Dr. Andy Mendenhall, Central City Concern, introduced himself and detailed key themes of the analysis including modest behavior health diagnosis growth and that 10% of the Health Share population of the behavioral health cohort is driving 38% of the total annual cost.

Dr. Maggie Bennington-Davis, Health Share, shared an 18-month analysis of seven cohorts of Health Share members and how they touch various systems of care. She stated that they are just beginning to understand the overlap of homelessness and housing insecurity and emphasized that they do not have HMIS data, and labels of housing insecurities are at the discretion of clinicians.

Dr. Andy Mendenhall, Central City Concern, detailed graphs that showcase data from Health Share cohort members and non-cohort members and how they compared inpatient admissions and population size to cost.

Cristina Palacios noted that some folks aren't able to receive help since there are not enough health care providers, and asked if that is included in the statistics.

Dr. Andy Mendenhall, Central City Concern, replied they are just starting to scratch the surface of how cohorts are using the healthcare system broadly and stated that their team has been advancing recommendations for beds and workforce.

Mercedes Elizalde asked if the data could be disaggregated for race and age.

Dr. Andy Mendenhall, Central City Concern, replied they are committed to reporting on race, age, and ethnicity as they continue to go through the data.

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Dr. Maggie Bennington-Davis, Health Share, reviewed the methodology used to collect behavioral health data and noted that the data represents behavioral health referrals/authorizations. She detailed graphs showing cohorts with no behavioral health authorization and shared they can disaggregate this data in a variety of ways including by geography and provider in the coming months.

Dr. Andy Mendenhall, Central City Concern, highlighted that the Housing Benefit pilot had a marked difference in behavioral health needs. He shared strategies and ongoing alignment from the analysis, emphasizing that the nexus between homelessness and housing insecurity is critical and that their goal is for the Health Share collaborative partners to work together to focus on the high-risk pool for high-acuity Medicaid members.

Washington County Chair Kathryn Harrington shared that it is exciting to see this data and information and has hope that it will better inform practices in years ahead.

Multnomah County Chair Jessica Vega Pederson agreed that the data is exciting and looked forward to seeing the disaggregated data. She shared it was nice to see that the individuals in the Medicaid waiver trial had better connections and looked forward to implementing key learnings.

Michael Liu circled back to the statistic that 10% of the Health Share behavioral health cohort is driving 38% of the total annual cost. He asked how they can help that population get out of the cycle of relapse and what representation of that 10% has made it through the other side with positive outcomes.

Dr. Andy Mendenhall, Central City Concern, replied that who is succeeding is the next phase of data analysis. He shared that getting access to the right levels of services for acuity would help that population and detailed examples of what that would look like for those with severe psychosis and substance abuse.

Mindy Stadlander thanked the presenters for sharing this information and looks forward to the opportunity to do better in both the housing and healthcare systems.

Closing and Next Steps

Ben Duncan, Kearns & West, began listing the next steps and detailing agenda topics for February's meeting.

Washington County Chair Kathryn Harrington noted that there were also going to be updates on the living wage goal on the agenda and that the agenda seems very full. She stated that the March meeting may need to be rescheduled if it falls on spring break.

Liam Frost, Metro, replied that there were a number of intended February agenda items, and their team will determine priority topics for a healthy meeting time.

Ben Duncan, Kearns & West, replied that they would follow up with more information on the agenda and confirm meeting dates.

Ben Duncan, Kearns & West, shared that the next steps are:

- Metro to follow up with a post-meeting survey to capture any additional questions and reflections.
- Metro to follow up with February agenda items and confirm the March meeting date.
 - Next meeting: February 14th, 4-6pm. Possible agenda topics include:
 - Auditor Report
 - Landlord recruitment and retention recommendation updates

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- Living wage goal updates
- County leadership to develop a landlord recruitment and retention prioritization memo to share with the TCPB in February.
- Health Share and Central City Concern to share disaggregated data once available.

Adjourn

Adjourned at 6:00 p.m.

The following materials were received
during the meeting.



Metro

Metro Regional Supportive Housing Services

FY23 recommendations – Final review

SHS Oversight Committee | February 2024

Overview of roles and responsibilities

Local implementation plans and Regional Plan

- Evaluate and recommend Local Implementation Plans
- Approve Regional Plan developed by the Tri-County Planning Body
- 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
 - Address a recommendation or a significant change in circumstances impacting homelessness in the Region

Overview of roles and responsibilities

Annual reporting and work plans

- Review county annual work plans
- 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

Overview of roles and responsibilities

Fiscal oversight

- Monitor financial aspects of program administration, including review of program expenditures, including:
 - Annual review and consideration of whether the recommended administrative costs should be reduced or increased
 - Includes Metro, county, and service provider administrative costs
- 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

Overview of roles and responsibilities

Other

- Provide input on corrective action plans before Metro requires them of counties

Discussion guidance

- Round robin feedback
- Focus on language
- Guiding questions:
 - Are there any major concerns? Red flags?
 - If not, are you in support of the recommendation as-is?

Category 1: Regional communication and engagement

1. Strengthen understanding: Create and implement a robust regional communication strategy for the SHS fund that effectively reaches the broader community. The strategy should help the community understand the complexity of homelessness, the nature and goals of the SHS fund, and communicate progress, successes and challenges in a manner that is easily accessible and understandable by the general public. Metro should fund and lead the development of the regional strategy in collaboration with jurisdictions and nonprofit providers and manage the strategy's implementation.

The regional strategy should include:

- A timeline and roll out plan that reflect the urgency of the work.
- Collaboration and coordination between Metro, counties and community-based partners to build on the communications work already happening at the county level, share learnings across jurisdictions and align on regional messaging.
- Methods for getting the message out through a wide range of channels and mediums designed to reach diverse audiences.
- A commitment to provide accurate and trustworthy regional data and information to the community.
- Clear communication on progress in meeting the SHS fund's regional goals for housing placements and racial equity.
- Communication support to counties and nonprofit providers in the form of technical assistance and access to the Metro communications team.
- Incorporation of community engagement strategies to gather input and feedback, hear the perspectives of stakeholders and community members, and promote shared understanding.

Category 2: Financial and data transparency and accountability

1. Optimize financial reporting: Strengthen strategic oversight and accountability by improving the quality, clarity and consistency of regional financial reporting. Priority areas for Metro's work include:

- Work with counties to lead the development of tools, definitions and methodologies for measuring and reporting on spending by Populations A and B and release guidance to ensure accurate and reliable data are provided in counties' year three annual reports.
- Support the development of tools and methodologies for tracking future financial obligations such as long-term rental assistance payments.
- Align financial reporting categories with programmatic reporting to support analysis and oversight.
- Provide clearer information to the oversight committee on allocations of SHS funding to reserves and contingencies.
- Expand reporting to the oversight committee on tax collections to include collection challenges.

Category 2: Financial and data transparency and accountability

2. Enhance data integrity: Strengthen the accuracy, reliability and consistency of program data to support regional analysis and oversight. Priority areas for Metro's work include:

- Provide up-front guidance and support to counties on definitions and methodologies to increase the accuracy, reliability and consistency of quarterly and annual reports.
- Clearly define the SHS fund's 10-year goals and align programmatic reporting and definitions with the goals to support clearer tracking on progress.
- Strengthen regional methodologies for contextualizing SHS outcomes in relation to overall regional and county-level need. This includes calculating returns to homelessness, inflow and outflow, and methodologies for comparing SHS data with homeless population data.
- Incorporate methodologies and tools into reporting templates to capture data on street outreach including contact rates, coverage, and placement in housing and services.
- Provide user friendly summary information on program data and quarterly report progress to support the committee's oversight role.
- Work with the counties to develop systems and technologies for regional data collection that meet the needs of providers and counties while supporting Metro's regional oversight responsibilities.

Category 2: Financial and data transparency and accountability

3. Evaluate to inform improvement: Evaluate regional progress and refine strategies and goals as needed to maximize SHS outcomes. Priorities for Metro's work include:

- Support the collection and analysis of process and outcome metrics to inform continuous improvement in program design, strategy refinement and data-driven decision-making.
- Develop a framework for assessing service quality, service delivery methods and fidelity to established standards of practice to identify areas for improvement.
- Develop a framework for assessing the SHS fund's progress in achieving its racial equity goals at a regional level.

Category 3: Workforce and capacity issues

1. Address providers' workforce and capacity needs: Develop a regional work plan reflective of community-identified needs with timelines that incorporate short-term and long-term strategies for addressing workforce and capacity issues. The work plan should consider the following:

- Multi-year capacity building investments
- Regional training and capacity building support for providers
- A particular focus on meeting the needs of small, emerging and culturally specific providers
- An assessment of the current guidelines for allocation and use of administrative funds to ensure that providers' expenses necessary to administer SHS programs are covered
- Regional strategies to support livable wages for direct service staff
- Additional supports for existing staff (e.g. mental health and wellbeing) to increase staff retention
- A framework for regular monitoring and evaluation

Category 3: Workforce and capacity issues

2. Provide multi-year capacity building funding: Develop and implement a regional strategy for providing multi-year capacity building investments for service providers:

- Complete Metro's feasibility assessment with the counties to determine how multi-year capacity building investments can be made.
- Work collaboratively with counties to problem solve to address any administrative hurdles to developing multi-year grants .
- Design a regional strategy to provide multi-year capacity building investments for service providers, with a particular focus on culturally specific, small and emerging providers.
- Report back to the committee with funding requirements, expected outcomes, potential funding commitments and an implementation timeline.

Category 3: Workforce and capacity issues

3. Institute livable wages: Address service provider wage/compensation equity to provide better guidance to county partners in meeting their SHS equity goals and to develop more consistency in wage standards across the region:

- Develop strategies in collaboration with jurisdictions and local and state stakeholders that take into account the distinct context and challenges of implementation in each county.
- Prioritize the needs of small, emerging and culturally specific providers.
- Work collaboratively with counties to problem-solve strategies to address any administrative hurdles to providing county contracts that enable service providers to pay livable wages to direct service staff.

Category 3: Workforce and capacity issues

4. Streamline county administrative practices: Work collaboratively with the counties to support the development of systems for managing procurements, contracts and spending that match the urgency of the crisis. This includes:

- Creating more nimble and responsive administrative practices that are able to leverage the SHS fund's unprecedented flexibility.
- Streamlining contract administration practices to better support provider capacity and expedite program implementation.
- Promoting payment practices that provide up front funding to support program start-up costs and expedited payments during implementation, particularly for small, emerging and culturally specific providers.

Category 4: Program expansions

1. Expand access to health and behavioral health services: Continue work to identify and implement regional strategies that facilitate integration of health services, with a focus on behavioral health including mental health and recovery support services:

- Prioritize the needs of people of color and LGBTQ+ households in accessing health and behavioral health services.
- Integrate health and behavioral health services into outreach, shelter, housing navigation, short-term housing and permanent housing, including strengthening crisis and long-term supports.
- Continue to provide regional oversight and coordination to strengthen system-level integration and support county and program-level integration strategies.
- Expand reporting on ongoing work to integrate health and behavioral health services in SHS programming at all levels (project-level, county-level and regional).

Category 4: Program expansions

2. Strengthen implementation of new programs: Monitor implementation of new and expanded program areas to support accountability and effectiveness:

- Monitor program areas that did not meet regional or county-level year two goals, particularly rapid rehousing, to assess whether they will meet their goals in year three and provide oversight and problem-solving support as needed.
- Monitor cross-sector alignment and programming to assess the need for regional strategies to support integration of wraparound supports such as employment, workforce and education.

Category 4: Program expansions

3. Promote comprehensive outreach: Increase the visible impact of SHS investments through outreach strategies that are scaled to match the need:

- Provide information to support the oversight committee's monitoring of counties' outreach work, including the scale and scope of outreach efforts, who is being reached, and the outcomes.
- Work collaboratively with counties to identify opportunities to expand outreach strategies as needed to support a robust regional infrastructure for reaching the unsheltered population and connecting them with services.

09:36:12 From Kathryn Harrington to Everyone:

please advance JVP from attendee to panelist

09:36:22 From Felicita Monteblanco, NWHF, she/her to Everyone:

sound keeps cutting in and out for me :-(trying to fix it. i'm here :-)

09:43:24 From Kathryn Harrington to Everyone:

And we invite you to physically come out to Washington County to see what we are delivering and changing lives.

Chair Harrington

09:45:55 From Becky Wilkinson to Everyone:

As a reminder, I will be hooping off a couple of times this morning for some conflicts and may be joining by phone as needed. I will hop back on in a bit

10:20:43 From Dan Fowler to Everyone:

I would be interested in having an ongoing report card on the progress of addressing the 18 recommendations.

10:22:33 From Brian Evans, Metro Auditor (he/him) to Hosts and panelists:

<https://www.oregonmetro.gov/regional-leadership/metro-auditor/audits/audit-recommendations>

10:48:18 From Kathryn Harrington to Everyone:

I will be dropping off from my laptop attendance and will be dialing in from my phone ending in the last four digits 8916. -- Kathryn Harrington

10:50:47 From Becky Wilkinson to Everyone:

I do have to hop off again for a short time, I will be back.

11:00:16 From Mike Savara to Everyone:

switching to phone for a minute! still here

11:05:59 From Jeremiah Rigsby to Hosts and panelists:

just that 100% agree w elevating as a standalone priority

11:06:42 From Mike Savara to Everyone:

I also support the motion

11:06:45 From Jeremiah Rigsby to Everyone:

saying again to everyone: 100% agree with comments and support elevating as standalone priority

11:27:48 From Mike Savara to Everyone:

I fully support the tracking over time approach rather than keeping folks to a yearly split. That feels much more aligned with the intent of the split than a yearly approach.

11:29:34 From Mitch Chilcott to Everyone:

Maybe a topic for another time, Patricia, but I would like to learn more about tech updates that could be needed to build out these programs going forward.

11:40:17 From Margarita Solis Ruiz to Hosts and panelists:

Having Zoom audio issues... Option 1. I agree with Peter and Mike.

11:41:33 From Dan Fowler to Hosts and panelists:

I can yield to option 1. Dan

11:42:09 From Patricia Rojas (she/her) to Everyone:

A link to the full report from counties will be embedded into the language

11:42:31 From Becky Wilkinson to Everyone:

Agreed I am also not ready to die on the option 2 hill :)