

Council work session agenda

Tuesday, October 29, 2024 **10:30 AM** **Metro Regional Center, Council Chamber,**
<https://zoom.us/j/615079992> Webinar ID:
615 079 992 or 888-475-4499 (toll free)
[https://www.youtube.com/live/LwMlogEFI](https://www.youtube.com/live/LwMlogEFIp8?feature=shared)
[p8?feature=shared](https://www.youtube.com/live/LwMlogEFIp8?feature=shared)

This meeting will be held electronically and in person at the Metro Regional Center Council Chamber.
You can join the meeting on your computer or other device by using this link:
<https://zoom.us/j/615079992> (Webinar ID: 615 079 992)

10:30 Call to Order and Roll Call

10:30 Chief Operating Officer Communication

10:35 Councilor Communication

Council will be in Recess following this item and will reconvene at 11:00 a.m.

Work Session Topics:

11:00 Supportive Housing Service's Tri-County Planning Body [24-6140](#)
Update

Presenter(s): Patricia Rojas, she/her, Regional Housing Director, Metro
Liam Frost, he/his, Deputy Housing Director

Attachments: [Staff Report](#)
[Attachment A](#)
[Attachment B](#)

11:30 Permanent Supportive Housing Update [24-6141](#)

Presenter(s): Emily Lieb, Housing Policy Director
Nui Bezaire, PSH Lead

Attachments: [Staff report](#)

12:15 Adjourn to Executive Session

The Executive Session will be held pursuant under ORS 192.660(2)(h): To consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.

This Executive Session is closed to the public.

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកាតព្វកិច្ចរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។
បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឱ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក។

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**Supportive Housing Service's
Tri-County Planning Body Update**
Work Session Topic

Metro Council Work Session
Tuesday, October 29, 2024

SUPPORTIVE HOUSING SERVICES – TRI COUNTY PLANNING BODY: COUNCIL BRIEFING

Date: October 17, 2024
Department: Office of the COO, Housing,
Finance and Regulatory Services
Work Session Date: October 29, 2024

Presenters: Liam Frost (he/him/his),
Housing Deputy Director; Patricia Rojas
(she/her), Housing Director; TCPB Co-
Chair Mercedes Elizalde; TCPB Co-Chair
Steve Rudman

Prepared by: Liam Frost,
liam.frost@oregonmetro.gov

Length: 30 minutes

ISSUE STATEMENT

In its first two years, the Tri County Planning Body (TCPB) has identified six distinct goals in service of its charge from voters: “to develop and implement a tri-county initiative that will be responsible for identifying regional goals, strategies, and outcome metrics.” The goals are as follows:

- **Healthcare and Homeless Services Integration** – greater alignment and long-term partnerships with healthcare systems that meaningfully benefit people experiencing homelessness and the systems that
- **Regional Training for Frontline Workers** – service providers have access to the knowledge and skills required to operate at a high level of program functionality; the need of culturally specific providers will be prioritized through all program design
- **Regional Technical Assistance for Growing Service Providers** – organizations have access to the technical assistance required to operate at a high level of organization functionality; the need of culturally specific providers will be prioritized through all program design
- **Employee Recruitment and Retention** – county contracts for SHS funded agencies and providers will establish standards throughout the region to achieve livable wages for direct service staff
- **Coordinated Entry** – more accessible, equitable and efficient for staff and clients
- **Landlord Recruitment** – increase the availability of readily accessible and appropriate housing units for service providers

Over the last 12 months, Metro and County staff have worked together to prepare regional implementation plans to meet the TCPB’s stated goals. The TCPB is expected to review each plan for approval by the end of June 2025. With two plans currently approved, a Metro Council work session is well-timed to engage with Councilors.

ACTION REQUESTED

No action requested at this work session. This is a briefing for Council.

IDENTIFIED POLICY OUTCOMES

No immediate policy outcomes from this work session.

The TCPB is charged with guiding the regionalization of SHS-funded services. The above goals will serve as the foundation for future regional goals and a comprehensive regional plan to ensure that services are consistent across all three counties. As the Housing Department develops regional policy in collaboration with County partners, Metro Council's ongoing policy input is crucial to the success of the TCPB.

POLICY QUESTION(S)

- What further information about regional policy development would be useful to Council to help inform their ongoing input into the TCPB's work?

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

The TCPB plays a central role in guiding regional policy for the three counties and Metro towards shared goals. The planning body, and its charge, is unprecedented and during its first two years, the TCPB focused on acclimating to its unique role and developing policy goals. The planning body is now in a transition moment where Regional Implementation Plans are being presented for approval, making the goals a reality.

Additionally, in January, Metro Auditor Brian Evans recommended that the TCPB advise Metro Council periodically. This briefing includes TCPB Co-Chairs Mercedes Elizalde and Steve Rudman as well as Metro staff.

BACKGROUND

In May 2020, voters in greater Portland approved the Supportive Housing Services (SHS) ballot measure (26-210) to fund supportive housing services for people experiencing homelessness or at risk of experiencing homelessness. Community members and leaders from around the region developed the measure, recognizing that individuals and families need support to find and stay in their homes.

As a key tenet of this effort, the SHS measure requires the creation of a "Tri County Planning Body" (TCPB) to prioritize regional integration, alignment and coordination to address homelessness. The TCPB is charged with developing a regional plan, providing direction on policy, and directing five percent of ballot measure revenue towards regional coordination.

In support of the TCPB's work, Metro is required to "annually allocate a portion of its administrative costs to provide the staffing and logistical support to convene and maintain a tri-county homeless services planning body."

ATTACHMENTS

- A.) Ballot Measure 26-210
- B.) Tri County Planning Body Charter
- C.) Tri County Planning Body Regional Goals
- Is legislation required for Council action? **N/A**
- If yes, is draft legislation attached? **N/A**

Tri-County Planning Body Charter

BACKGROUND

In May 2020, voters in Multnomah, Clackamas, and Washington counties approved the [Metro Supportive Housing Services Measure 26-210 \(the Measure\)](#). Through the passage of this measure, Metro's new Supportive Housing Services (SHS) Program will aim to reduce rates of chronic and short-term homelessness and address racial disparities within the homelessness service continuum across the Tri-County region.

This program brings a groundbreaking level of regional coordination and scale to address this region wide challenge. Multnomah, Clackamas and Washington Counties developed local implementation plans (Plans) which are high level framework documents. Plans were developed through inclusive engagement that centered people with lived experience of homelessness and BIPOC communities, were informed by engagement with community and local practitioners, incorporated an analysis of local conditions and needs, and included an equity analysis to create the framework for programmatic strategies and investments. Plans were endorsed by local advisory bodies, boards of county commissioners, the SHS Regional Oversight Committee and approved by Metro Council.

The local implementation plans support a local response specific to the needs of each county. The Measure also contemplated a regional dimension of the SHS program and incorporated the Tri-County Planning Body (TCPB) to strengthen coordination and alignment of program implementation across the Metro region. The purpose of the TCPB is not to supplant the community-centered work that informed the Plans, but rather to strengthen the effectiveness of the Plans by helping the counties regionalize the appropriate aspects of the SHS program.

SHS GUIDING PRINCIPLES

Metro's adopted SHS Work Plan incorporates values developed by the SHS stakeholder advisory committee. The following values outlined in the SHS Work Plan are incorporated into all local implementation plans and guide the program implementation at all levels:

- Strive toward stable housing for all
- Lead with racial equity and work toward racial justice
- Fund proven solutions
- Leverage existing capacity and resources
- Innovate: evolve systems to improve
- Demonstrate outcomes and impact with stable housing solutions
- Ensure transparent oversight and accountability
- Center people with lived experience, meet them where they are, and support their self-determination and well-being
- Embrace regionalism: with shared learning and collaboration to support systems coordination and integration
- Lift up local experience: lead with the expertise of local agencies and community organizations addressing homelessness and housing insecurity

TRI-COUNTY PLANNING BODY PURPOSE AND AUTHORITY

The Measure recognized the regional nature of the SHS program and called for the creation of a Tri-County Planning Body *responsible for developing and implementing a tri-county initiative that will be responsible for identifying regional goals, strategies, and outcome metrics related to addressing homelessness in the region*. The TCPB will be created and supported administratively by Metro. The TCPB's regional plan and ongoing role will be to guide the investments of the Regional Investment Fund (RIF) to support the counties and Metro in achieving SHS program alignment, coordination and outcomes at a regional level. To the extent aligned with the counties Plans, this may include supporting

- *Regional capacity*: strategies to strengthen regional supportive housing capacity, including but not limited to, supporting the development and implementation of a regional model of long-term rental assistance program, aligning SHS resources with the regional affordable housing bond and other sources, and expanding system capacity for culturally specific housing and services;

- *Systems alignment*: strategies to coordinate and integrate housing and homeless service systems, as well as other systems serving people experiencing homelessness, including the healthcare, education, workforce and criminal justice systems;
- *Standards and metrics*: establishing systems to collect, report on and evaluate data at the regional level that demonstrates progress toward regional goals and metrics, the impact of specific program types, regional system indicators to measure changes in the population experiencing homelessness, consistency in program evaluation standards and procedures, standards for culturally responsive services, and standardized data definitions, data collection methods and quality control.

Additionally, the SHS Work Plan incorporated the following regional goals and outcomes. These goals are reflected in LIP's and will be incorporated into the Regional Plan to support implementation and coordination at a regional scale:

A. Housing stability Measurable goals:

- Housing equity is advanced by providing access to services and housing for Black, Indigenous and people of color at greater rates than Black, Indigenous and people of color experiencing homelessness
- Housing equity is advanced with housing stability outcomes (retention rates) for Black, Indigenous and people of color that are equal or better than housing stability outcomes for non-Hispanic whites
- The disparate rate of Black, Indigenous and people of color experiencing chronic homelessness is significantly reduced

Outcome metrics:

- Number of supportive housing units created and total capacity, compared to households in need of supportive housing. This will measure change in supportive housing system capacity and need over time
- Number of households experiencing housing instability or homelessness compared to households placed into stable housing each year. This will measure programmatic inflow and outflow

- Number of housing placements and homelessness preventions, by housing intervention type (e.g. supportive housing, rapid rehousing) and priority population type. This will measure people being served
- Housing retention rates. This will measure if housing stability is achieved with supportive housing
- 'Length of homelessness' and 'returns to homelessness'. These will measure how effectively the system is meeting the need over time
- Funds and services leveraged through coordination with capital investments and other service systems such as healthcare, employment and criminal justice. This will measure leveraged impact of funding in each county.

B. Equitable service delivery

Measurable goals:

- Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs
- All supportive housing services providers work to build anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance.

Outcome metrics:

- Scale of investments made through culturally specific service providers to measure increased capacity over time
- Rates of pay for direct service roles and distribution of pay from lowest to highest paid staff by agency to measure equitable pay and livable wages
- Diversity of staff by race, ethnicity, sexual orientation, gender identity, disability status and lived experience.

C. Engagement and decision-making

Measurable goals

- Black, Indigenous and people of color are overrepresented on all decision-making and advisory bodies

- Black, Indigenous and people of color and people with lived experience are engaged disproportionately to inform program design and decision making

Outcome metrics:

- Percent of all advisory and oversight committee members who identify as Black, Indigenous and people of color or as having lived experience of housing instability or homelessness.

TCPB RESPONSIBILITIES

1. Develop a Regional Plan for approval by the Regional Oversight Committee that incorporates regional strategies, metrics, and goals as identified in Metro SHS Workplan and the counties' Local Implementation Plans.
2. Review proposals from the counties that outline programmatic strategies and financial investments from within the Regional Investment Fund that advance regional goals, strategies and outcome metrics
3. Provide guidance and recommendations to the counties on the implementation of strategies to achieve regional goals and outcomes
4. Approve and monitor financial investments by the County Local Implementation Partner from the Regional Investment Fund
5. Provide guidance on the operationalization of SHS values at the regional level
6. Monitor and provide guidance on the implementation of the Regional Plan

COMMITTEE MEMBERSHIP

The TCPB consists of 17 members. Consistent with the SHS measure, section 6(4), membership shall represent the following perspectives (the use of the plural does not mean that more than one person representing each perspective must be on the committee, and one individual may represent multiple perspectives):

- People with lived experience of homelessness and/or extreme poverty
- People from Black, Indigenous and people of color and other marginalized communities
- Culturally responsive and culturally specific service providers

- Elected officials, or their representatives, from the counties and cities participating in the regional affordable housing bond.
- Representatives from the business, faith and philanthropic sectors
- Representatives of county/city agencies responsible for implementing housing and homelessness services, and that routinely engage with unsheltered people
- Representatives from health and behavioral health who have expertise serving those with health conditions, mental health and/or substance use from culturally responsive and culturally specific service providers
- Representation ensuring geographic diversity

ESTABLISHING AND MANAGING MEMBERSHIP:

Metro staff will lead a recruitment process for TCPB membership. County staff will review applications and recommend candidates in collaboration with Metro staff to submit a final list of candidates for approval. Metro Council will appoint and codify the committee.

This process will be replicated in the recruitment, selection and appointment of future members.

TERMS OF SERVICE

Eight of the initial committee members will be appointed to serve a one-year term and may be reappointed to serve up to two additional two-year terms. Nine committee members will be appointed to serve two-year terms and may be reappointed to serve up to two additional two-year terms. The committee will be dissolved in 2031 or upon the issuance of a final report by the committee after all funds authorized by Ballot Measure 26-210 have been spent, whichever is earlier.

EXPECTATIONS OF MEMBERSHIP

- TCPB meetings will take place on a monthly basis through June 30, 2023. Starting July 1, 2023, the meeting schedule will be revisited and adjusted as necessary on an annual basis.

- Regular attendance is required. Members may miss up to two meetings in each fiscal year. A member may be removed from the TCPB if a third meeting is missed within a fiscal year.
- Members are expected to apply SHS values in their participation on the TCPB.

CHAIRPERSON(S) ROLE

Chairperson(s) to support and provide guidance on content and ideas to meet the committee goals, support decision making procedures, and help develop agendas and the work program of the committee. Chairperson(s) will not be an elected official or staff person from the Counties.

ELECTED MEMBERS

Jurisdictional elected members of the TCPB will participate as a general member, and transfer knowledge and communication directly to their respective jurisdictions. One representative from each of the following jurisdictions will serve on the committee as voting members:

- Metro Council
- Clackamas County Board of Commissioners
- Multnomah County Board of Commissioners
- Washington County Board of Commissioners

TCPB JURISDICTIONAL LEADERSHIP TEAM

The jurisdictional leadership team (JLT) will be composed of staff from of the Counties and Metro. Membership includes but is not limited to:

- Program staff
- Elected official staff or government relations (as needed)
- Legal staff (as needed)
- Finance staff (as needed)

JLT Responsibilities include:

- Develop the content for agendas and meeting materials in collaboration with co-chairs
- Respond to direction and guidance provided by the TCPB
- Lead the development of policies and strategies to advance regional coordination for consideration by TCPB
- Participate in subcommittees as necessary
- Act as liaison to jurisdictional leadership
- Provide leadership and stewardship on the implementation of the Regional Plan

METRO COUNCIL AND STAFF ROLE

- Metro staff will provide ongoing staffing, facilitation, and logistical support to convene the TCPB and support its planning and coordination efforts.
- Metro staff will convene and participate in the JLT meetings
- Metro staff will provide implementation and fiscal updates to the Regional Oversight Committee and Metro Council as part of the quarterly reporting process
- Metro Council will appoint the TCPB membership
- Metro Council will provide oversight and accountability to assure consistency between implementation and the Tri-County Plan.
- Metro Council will approve the TCPB charter and any future amendments

COUNTY BOARD AND STAFF ROLE

County/Local Implementation Partners will:

- Develop proposals that effectively meet the regional goals, strategies, and outcome metrics identified by the TCPB in the Regional Plan
- Within one year of the adoption of the Regional Plan, and as needed thereafter, each county will bring forward any necessary amendments to its

Local Implementation Plan that incorporate relevant regional goals, strategies, and outcomes measures

- County staff will participate in the TCPB jurisdictional leadership committee
- County staff will provide fiscal and programmatic Regional Plan updates as part of the quarterly reporting process
- Each County will administer a separate Regional Strategy Implementation Fund equal to 5% of the annual program funds and invested in furtherance of the Tri-County Plan.
- County boards of commissioners will approve the TCPB charter and any future amendments




ACCOUNTABILITY

All TCPB meetings and materials will be available and accessible to the public, and appropriate notice will be given to inform all interested parties of the time, place and agenda of each meeting. Committee members are considered public officials under Oregon law and are responsible for complying with provisions in Oregon law, including:

- Use of position: Committee members are prohibited from using or attempting to use their position (including access to confidential information obtained through their position) to obtain a financial benefit for themselves, for a relative or for a business with which the member or relative is associated.
- Conflicts of interest: Committee members must publicly announce any potential or actual conflicts of interest on each occasion that they are met with the conflict. A conflict of interest occurs when a member's official actions on the committee could or would result in a financial benefit or detriment to themselves, a relative or a business with which the member or relative is associated. In the case of an actual conflict of interest, committee members must refrain from participating in any discussion or taking any action on the issue.

DECISION MAKING

Decision Making Method: Modified consensus is the goal for decision making; we achieve this by using the *Thumb vote* method described in the chart below. Each member may cast one vote per decision. Following the process outlined below, the majority vote decides the decision.

THUMB VOTE CHART	
	A thumb up vote means “Yes. I support the decision and support moving forward with the proposed action.”
	A sideways thumb vote means “Yes. I support the decision, but with hesitation or caution; I support moving forward with the proposed action.” The voter is given the opportunity for more discussion if needed.
	A thumb down vote means “No. I oppose this decision and have significant concerns about moving forward with the proposed action.” The voter is given the opportunity to explain their concerns and propose an alternative solution.

This charter will be reviewed on an annual basis and updated as necessary. Amendments to this charter may be made with the approval of the governing boards of Multnomah, Washington and Clackamas Counties and Metro Council.

Relevant Contextual Documents

1. SHS Measure
2. IGA
3. LIP's

History of Charter Revisions

DATE	CHARTER REVISION	COMMENTS

TRI-COUNTY PLANNING BODY GOAL AND RECOMMENDATION LANGUAGE

May 10th, 2023

COORDINATED ENTRY

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

REGIONAL LANDLORD RECRUITMENT

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

HEALTHCARE SYSTEM ALIGNMENT

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

TRAINING

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

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

TECHNICAL ASSISTANCE

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

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

EMPLOYEE RECRUITMENT AND RETENTION

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

Recommendations: Map current wage and benefit conditions.

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

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

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

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

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

Permanent Supportive Housing Update
Work Session Topic

Metro Council Work Session
Tuesday, October 29, 2024

UPDATE ON WORK UNDERWAY TO ADVANCE REGIONAL PERMANENT SUPPORTIVE HOUSING SOLUTIONS

Date: Oct. 17, 2024
Department: Housing
Meeting Date: Oct. 29, 2024

Presenters: Emily Lieb, she/her, Housing Policy Director; Nui Bezaire, she/her, PSH Lead

Prepared by: Nui Bezaire,
nui.bezaire@oregonmetro.gov

Length: 15 minutes

ISSUE STATEMENT

Housing department staff will present on the department's programmatic policy and planning efforts to enhance and expand permanent supportive housing (PSH), the most important housing intervention for addressing chronic homelessness across the region. Successful regional scaling of PSH requires intentional coordination between Metro's Affordable Housing Bond and Supportive Housing Services (SHS) implementation.

Currently, SHS and Bond implementation partners lack regionally accepted definitions and standards of practice for ensuring consistency and alignment across PSH delivery systems—an issue also flagged by Auditor Evans in his most recent audit of SHS. Recent engagement with jurisdictional partners and housing providers highlighted significant operational challenges related to affordable housing and permanent supportive housing. Metro's PSH work is focused on ensuring that our region can invest in both appropriate service levels and operating subsidies to ensure that our partners will be successful in this work.

This is an informational presentation. Time for Council questions and discussion will follow the presentation.

ACTION REQUESTED

No Council action is required at this time.

IDENTIFIED POLICY OUTCOMES

Metro Council is aware of work underway to advance regional PSH solutions.

POLICY QUESTION(S)

What additional information would be helpful to support Council understanding and awareness of our PSH work? How would Council like to be updated and engaged as the Housing Department continues to develop regional guidance on PSH?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

No policy options for Council to consider. This presentation is informational.

STAFF RECOMMENDATIONS

No staff recommendations at this time.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

With the passage of Metro's Affordable Housing Bond (the Bond) in 2018 the Supportive Housing Services measure (SHS) in 2020, Metro assumed a direct role and responsibility in addressing the region's housing and homelessness crisis as a regional funder of housing and supportive services. As a regional funder, Metro is responsible for oversight and accountability for outcomes committed to voters. In addition to coordinating programmatic compliance, reporting and evaluation activities for SHS and the Bond, Metro's Housing Department includes dedicated policy staff focused on advancing regional coordination and alignment throughout implementation. This work includes the development of regional standards as well as initiatives to strengthen systems capacity, alignment and integration.

Permanent Supportive Housing (PSH) is a primary focus area for Metro's efforts to work with partners to strengthen regionally aligned policies and integrated systems for delivering housing and services that meet needs across the region. PSH is a proven solution for people experiencing chronic homelessness. Often called the "three-legged stool," PSH provides a housing unit, long-term rent assistance, and wrap-around, intensive, long-term services to keep people stably housed. PSH is designed for people who have a long-term or permanent need for both a high level of service intensity and a long duration of ongoing support (rent assistance and services).

With over 3,000 households across the region experiencing chronic homelessness¹, it will take strong regional collaboration and an unwavering commitment to this population to ensure that the region's housing and service delivery systems are equipped to effectively meet the needs of this population. Metro is uniquely positioned to advance the planning and programmatic policy development necessary to establish a regional framework for PSH to operate effectively at scale, and to steward integrated investments across the Bond and SHS.

Over the past year, Metro has convened jurisdictional partners and conducted research and analysis to support the establishment of regionally aligned standards that are designed to calibrate service interventions to meet the needs of clients with a range of acuity of needs. In addition to strengthening regional alignment across PSH interventions, this foundational work is also necessary to support financial planning and modeling, and ultimately lay out the short- and long-term investments necessary to meet the SHS commitment to support at least 5,000 households experiencing chronic homelessness with permanent housing and long-term supportive services.

During the work session, Metro staff will provide an overview of work underway to establish a foundation for regional PSH solutions. This work has been informed by

¹ According to the 2023 tri-county [Point-in-Time Count](#), there are 3,072 people experiencing chronic homelessness across the region.

engagement with jurisdictional leadership and staff involved in administration of SHS and Affordable Housing Bond funds, as well as with the PSH Lead for Oregon Housing and Community Services. In coming months, Metro plans to engage PSH providers to gather feedback to inform refinement of regional PSH quality standards.

BACKGROUND

Metro's work to advance regional PSH solutions is responsive to previous direction from the Metro Council to support integration and alignment of Bond and SHS alignment, as well as a recommendation from the Metro Auditor regarding the need for Metro to establish definitions and standards for PSH. Holistic approaches that integrate housing and supportive services have always been central to the intentions of the SHS measure and goals.

In previous work sessions highlighting implementation progress for the Bond and SHS, staff have reported on SHS placements into PSH as well as Bond creation of dedicated PSH units. This is the first work session focused on supporting Council's understanding and awareness of ongoing work in the Housing Department to establish regional standards of practice and strengthen system coordination and funding alignment.

ATTACHMENTS

- Is legislation required for Council action? **No**
- If yes, is draft legislation attached? **No**
- What other materials are you presenting today? **None**

Materials following this page were distributed at the meeting.

Supportive Housing Services: Tri-County Planning Body

Housing Department

October 29, 2024



What we will cover

- TCPB Vision
- TCPB Launch and Development – Years 1& 2
- Regional Goals
- Current Status

TCPB Vision: Why the TCPB?

- Supportive Housing Services is a regional initiative
- Pre-2020: no single entity existed to organize systems
- Uniquely positioned to meet the complexity of crisis

TCPB Vision: Evolving Frameworks

Relevant Documents

- Ballot Measure 26-210
- Intergovernmental Agreements
- TCPB Charter

TCPB Vision: Measure 26-210

Ballot Measure 26-210:

“This body will develop and implement a tri-county initiative that will be responsible for **identifying regional goals, strategies, and outcome metrics related to addressing homelessness in the region.**

Metro will annually allocate a portion of resources from its administrative costs to provide **the staffing and logistical support to convene and maintain a tri-county homeless services planning body.**

Each county must annually contribute no less than five percent of each of the counties’ share of the Supportive Housing Services Revenue to a regional strategy implementation fund”

TCPB Launch: Intergovernmental Agreements

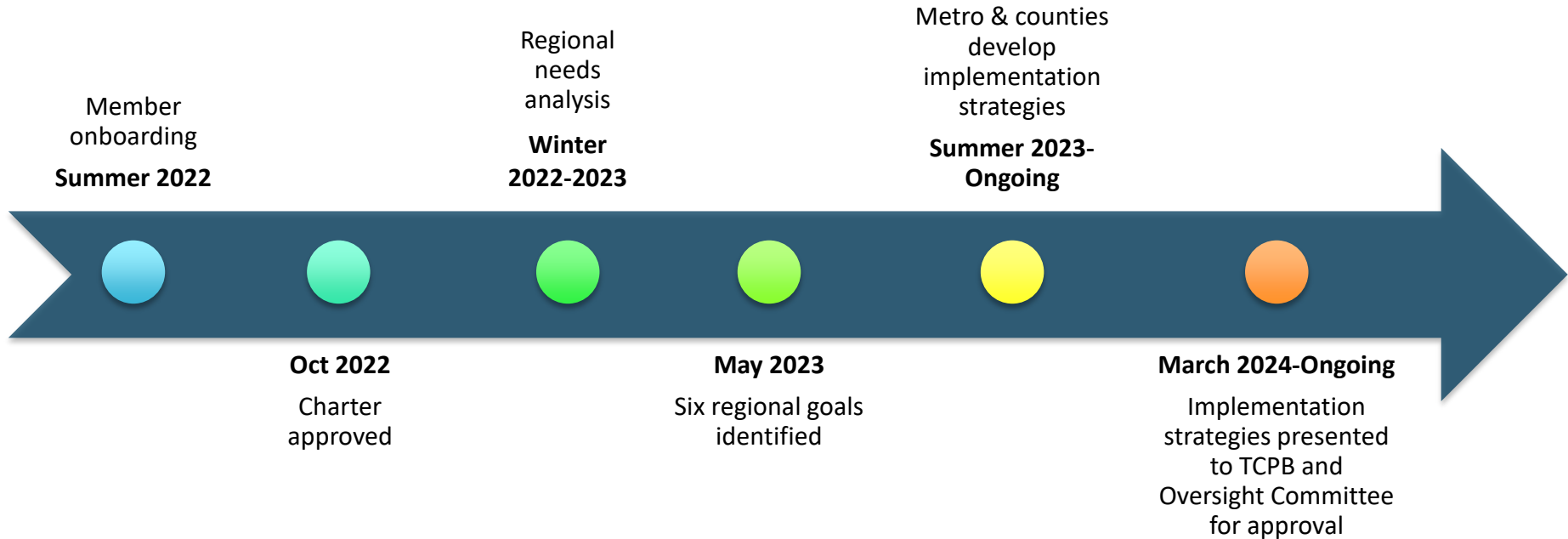
“Metro will convene the TCPB to strengthen coordination among the Counties and Metro in addressing homelessness in the Region.

The TCPB will identify Regional goals, strategies, and outcome metrics that support Regional SHS coordination and alignment.”

TCPB Launch – TCPB Charter

- 1. Develop a Regional Plan**
2. Review proposals from the counties that advance regional goals, strategies and outcome metrics
3. Provide guidance and recommendations to the counties on the implementation of strategies to achieve regional goals and outcomes
- 4. Approve and monitor financial investments by the counties from the RIF**
- 5. Provide guidance on the operationalization of SHS values at the regional level**
6. Monitor and provide guidance on the implementation of the Regional Plan

TCPB Development: 2022-Present



Examples of Regional Policies Considered

Barriers to employment for people recently housed from homelessness and ready for employment

Evaluate the impact of specific program types

Align SHS resources with the Regional Affordable Housing Bond and other sources

Establish consistency in program evaluation standards and procedures

Regionalize "Move-In Multnomah"

Identify regional system indicators to measure changes in the population experiencing homelessness

Create a centralized, accessible, and streamlined process for RLRA

Integration of wrap around voluntary services

TCPB Goal Areas

Landlord
Recruitment

Coordinated
Entry

Employee
Recruitment &
Retention

Healthcare
Systems
Alignment

Technical
Assistance for
Service Providers

Training for
Frontline
workers

TCPB Regional Implementation Strategies

Regional Landlord Recruitment

- Communication and education plan
- Align financial landlord incentives
- Tracking and access to unit inventory
- Prioritize quality problem-solving services
- Investigate needs for property management

TCPB Regional Implementation Strategies

Coordinated Entry

- Regionalize visibility of participant data
- Align assessment questions
- Regionalize approaches to prioritization for racial equity
- Regionalize an approach to case conferencing

Regional Investment Fund (RIF) – FY25

RIF balance as of July 1, 2024	\$36.9 million
Forecasted FY25 revenue	\$17.3 million
Budgeted FY25 expenses	\$32.1 million
RIF estimated available for new plans as of June 30, 2025	\$22.1 million

Ongoing Work

- Preparing Regional Implementation Strategies for review and approval
- Monitoring progress on pilot projects and strategies
- Working with counties in preparation for FY26 budget

Permanent Supportive Housing Update

Housing Department

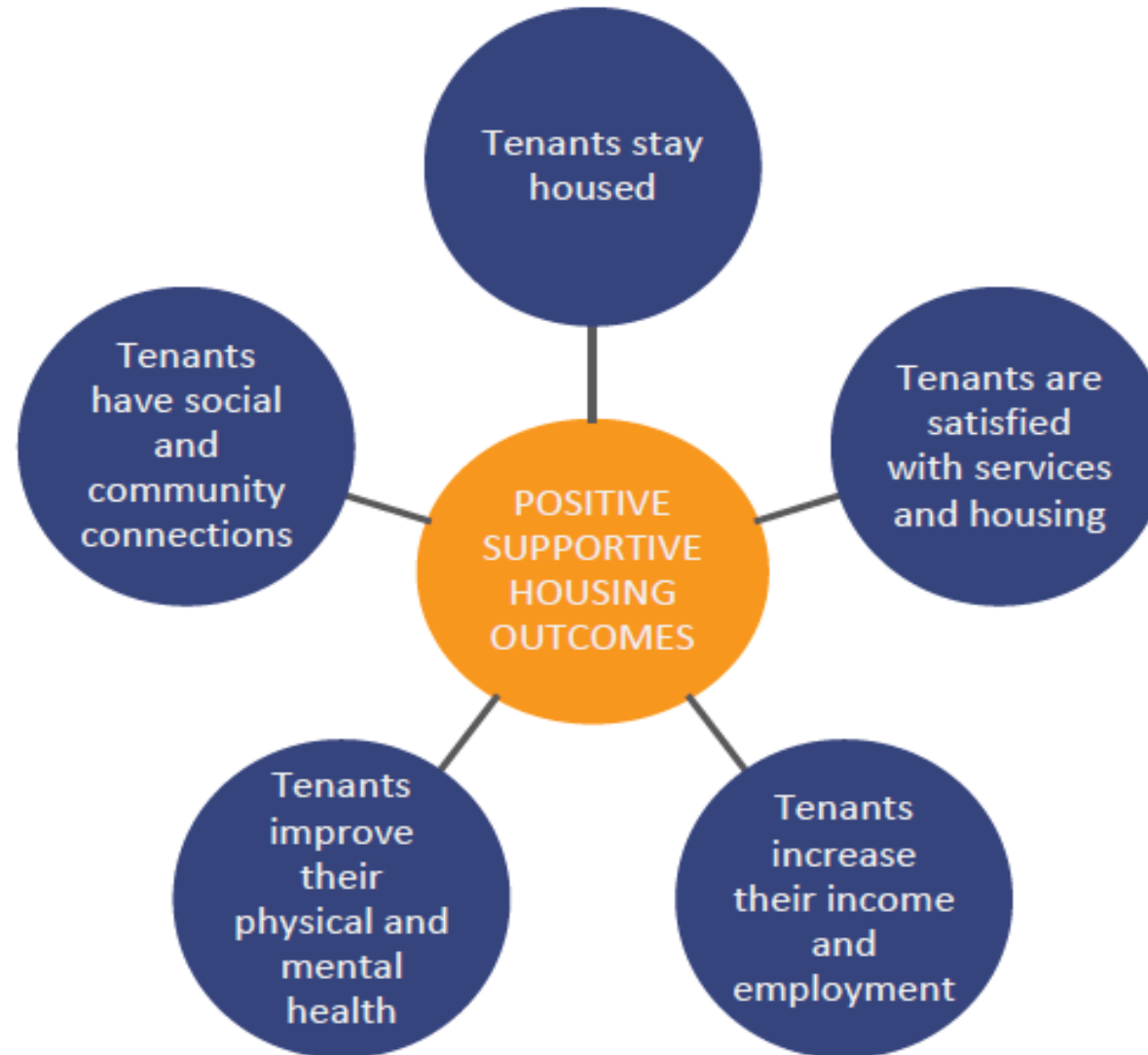
October 29, 2024



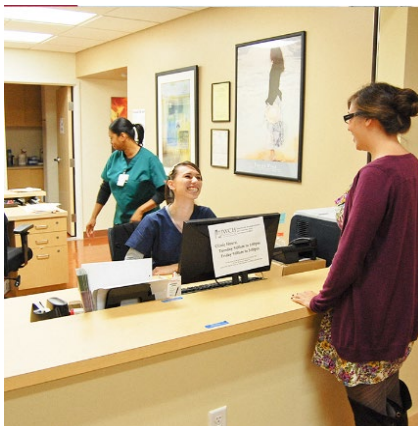
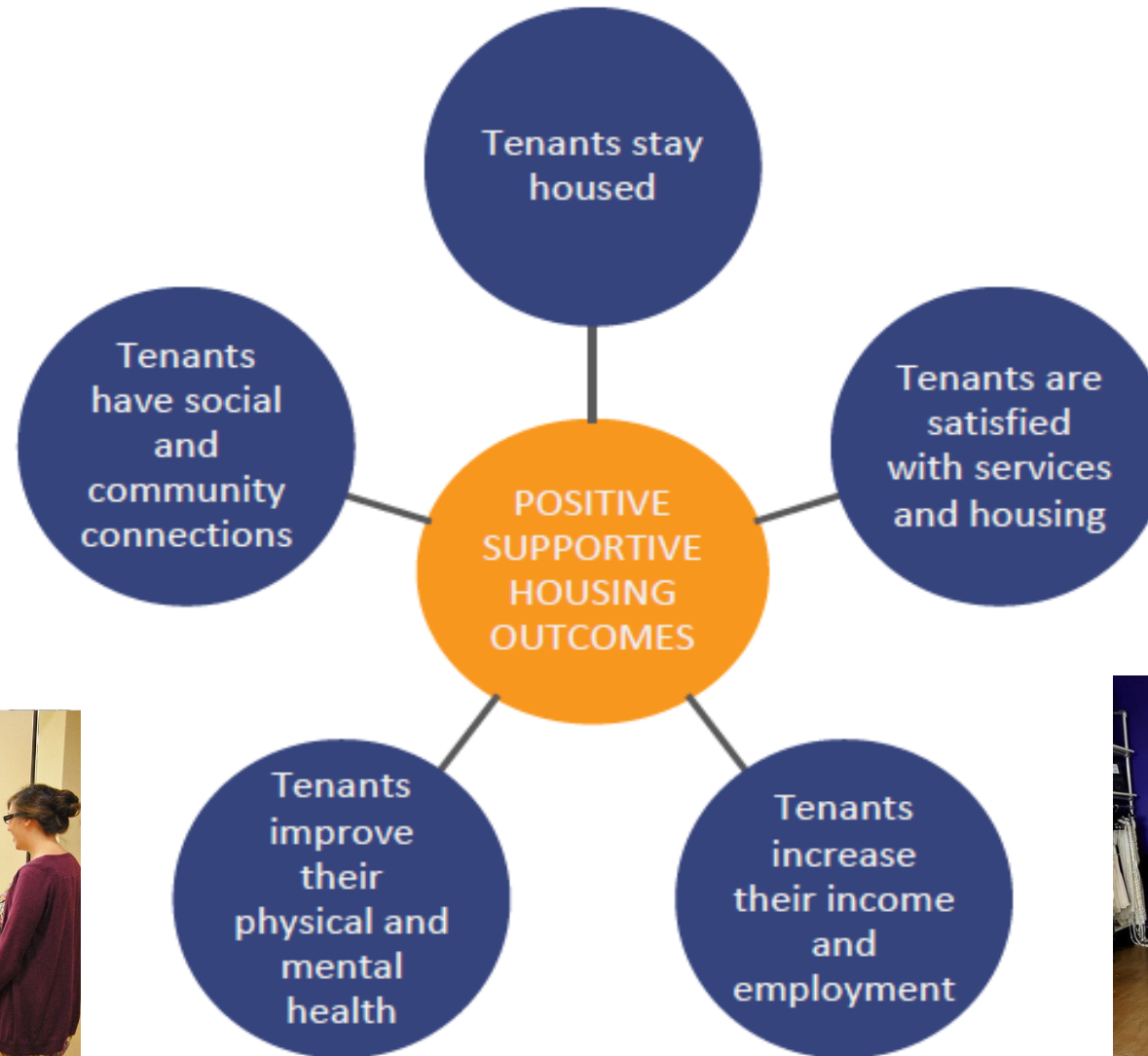
What we will cover

- Focus on outcomes
- Scope of need
- What is PSH?
- PSH as a regional priority
- Metro's PSH work and progress
- Questions and discussion

Goal: Positive outcomes for every resident

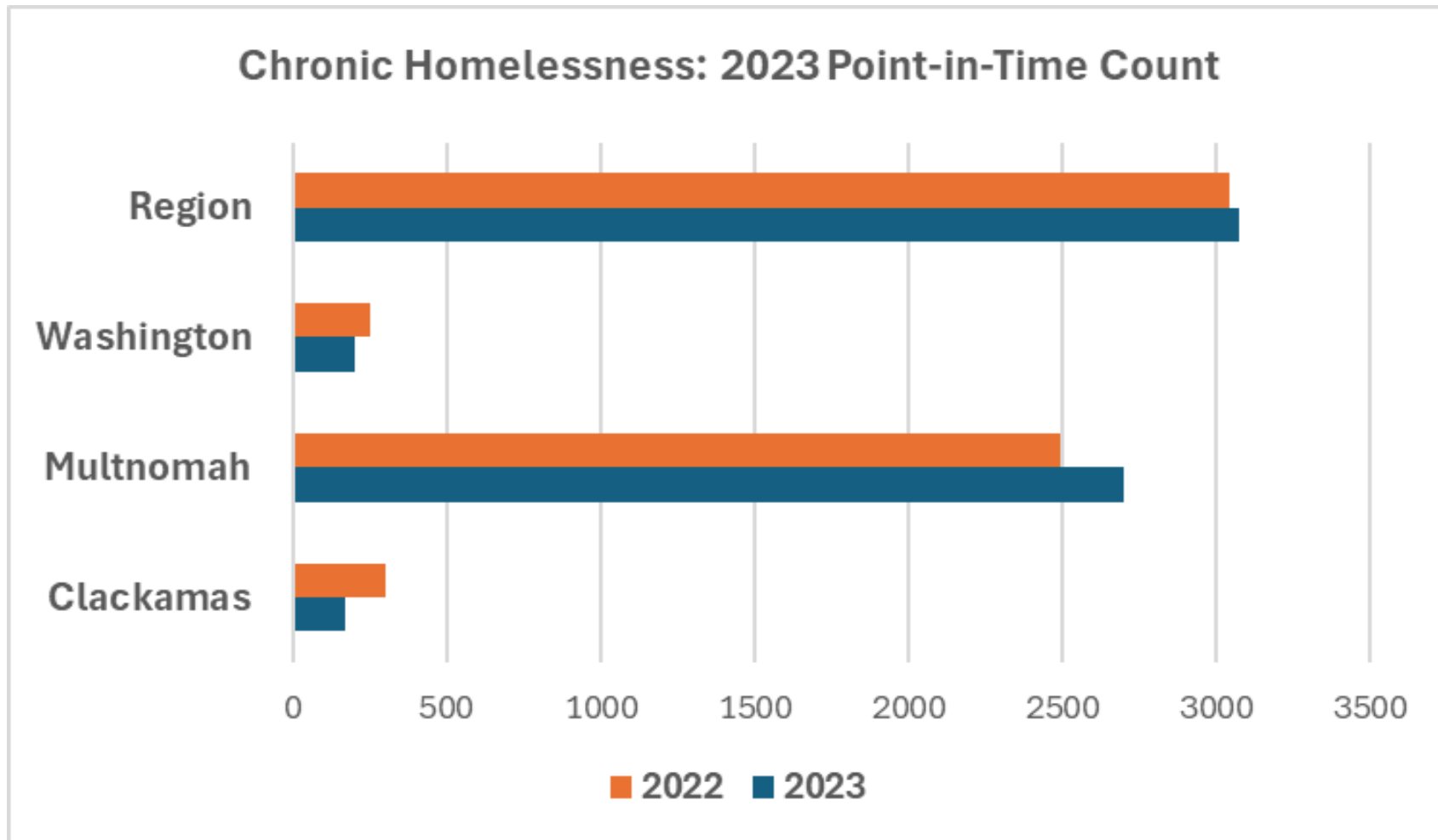


Facilitating positive outcomes



Credits: CSH and Downtown Women's Center

The need is great across the region



Permanent Supportive Housing: What is it?

PSH provides housing, rent assistance and intensive services.

PERMANENT

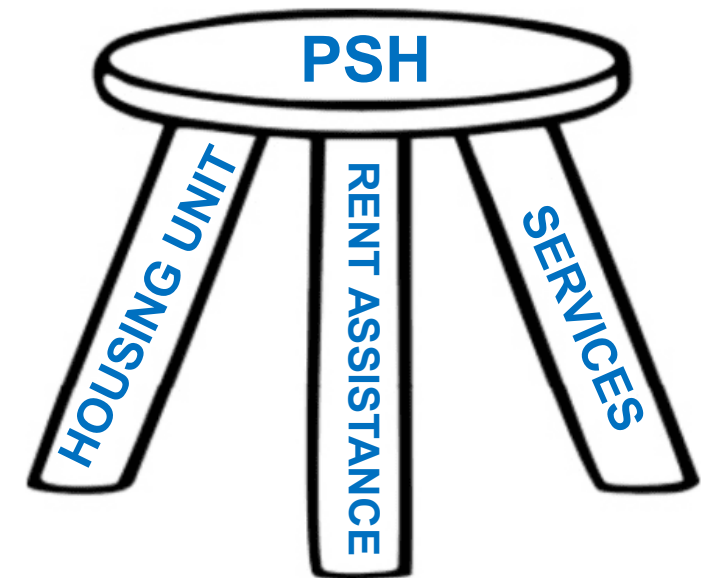
- No time limits for the lease
- No time limits for rental assistance
- No time limits for services or supports

SUPPORTIVE

- Services are comprehensive and flexible to meet tenant needs
- Services provided on site and tactics are used to encourage engagement

HOUSING

- An **affordable** housing unit, with a lease, that meets quality standards
- Ideally chosen by tenant, in location that meets their needs⁶



PSH: A regional priority for Metro

- Permanent Supportive Housing (PSH) always planned as **intersection point** between The Affordable Housing Bond and SHS.
- Lack of consistent regional definitions and standards of practice; lack of regional policy alignment or programmatic coordination.
- Metro uniquely positioned to facilitate coordination with regional partners to develop PSH solutions that can operate **at regional scale**.
- Council direction, committee recommendations and audits require PSH-focused work (see next slide).

Metro's role and PSH

- **Council direction**
- **Oversight committee recommendations**
 - Affordable Housing Bond:
 - Increase region's capacity to implement PSH and serve those most in need
 - Integrate Bond/SHS to expand PSH
 - Supportive Housing Services:
 - More clarity on future financial obligations such as RLRA
 - Regional data definitions, including for PSH
 - Added Bond/SHS PSH alignment section to reporting
- **SHS audit recommendations**
 - Develop performance measures to evaluate the quality of services
 - Use research, program data, and financial projections to inform strategies

PSH phase 1 work: 2024-2025

Setting the foundation

- PSH definition
- Quality standards of practice
- PSH regional inventory
- PSH service gaps analysis
- Cost estimations of quality PSH

Collaboration structures

Phase 1 planning structures:

- Regular meetings with county PSH staff (programmatic input)
- SHS Jurisdictional Leadership Team (policy input, decision making)
- Metro TCPB staff leads (programmatic input, alignment)
- Bond implementing partners (programmatic input, alignment)
- Monthly meetings with OHCS PSH Lead (alignment)

Future phases: Implementation

- TBD: collaboration structures with implementation partners, developers, service providers, in partnership with jurisdictional partners

Progress

[as of Sep 2024]

- **PSH definition** — High-level definition included in SHS guidance released in June 2024.
- **Quality guidelines** — Guidance drafted based on a national scan/best practices, and local county community guidelines.
- **PSH provider technical assistance and research pilot** — Capacity technical assistance program, research and learning cohort to launch in 2025.
- **PSH inventory** — Creating a master inventory of PSH across the region.
- **PSH service gaps analysis** — Research underway, engagements to start late Fall/early 2025.
- **Cost estimations of quality PSH** — Cost estimation/financial obligation planning tools created; Initial research complete, tool refinement in process.

Questions and discussion

- What **additional information** would be helpful to support Council's understanding and awareness of our PSH work?
- How would the Council like to be **updated and engaged** as the Housing Department continues to develop regional guidance on PSH?